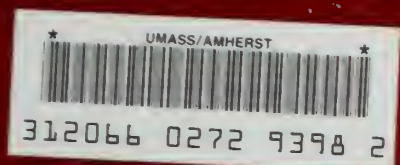
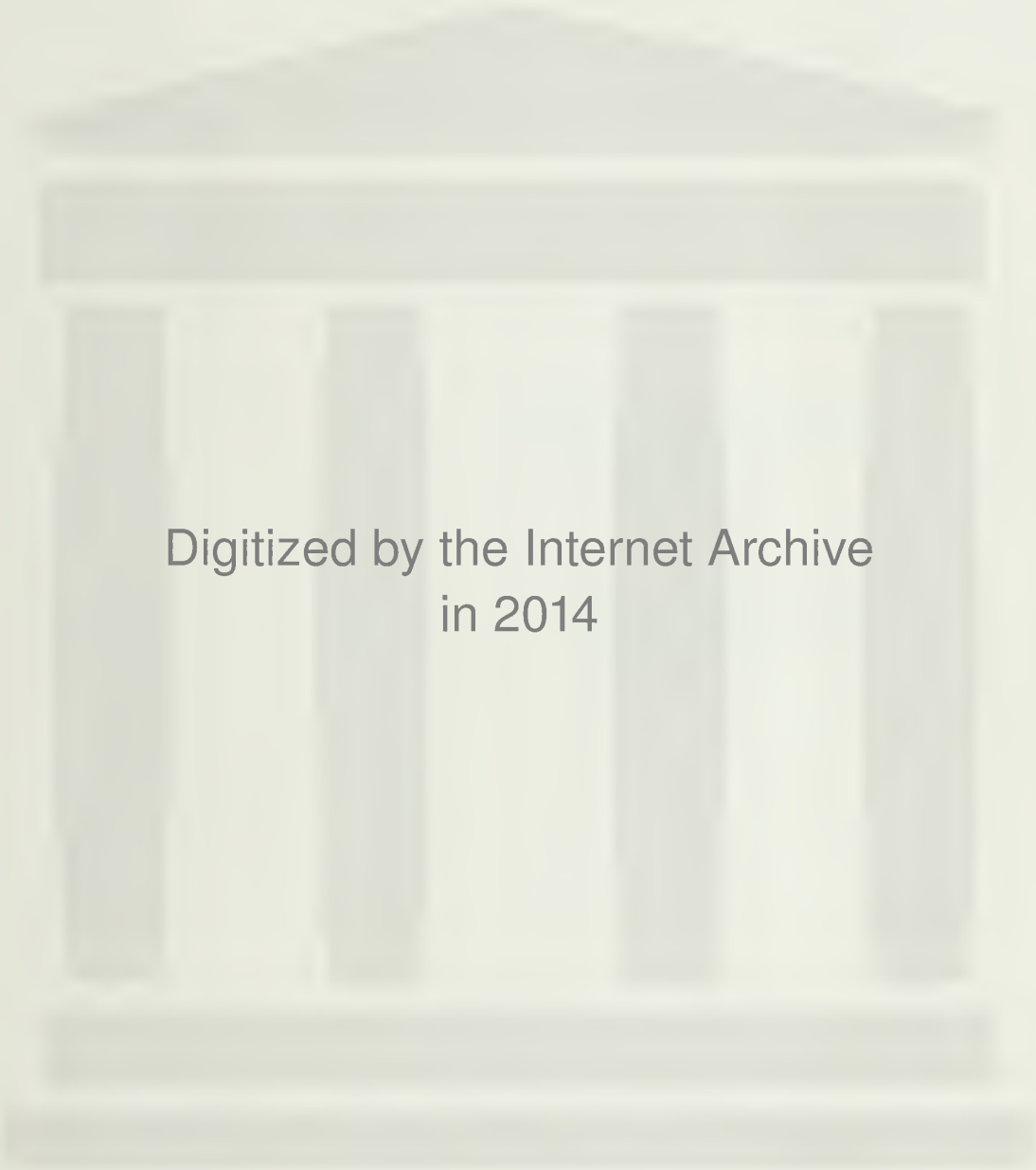


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Long
Range
Plan



Massachusetts
Rehabilitation
Commission

fiscal years
1983-1987

Elmer C. Bartels
Commissioner Of Rehabilitation

GOVERNMENT DOCUMENTS
COLLECTION

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MASSACHUSETTS REHABILITATION COMMISSION

LONG RANGE PLAN

FISCAL YEAR
1983
to
1987

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FORWARD

The Massachusetts Rehabilitation Commission Long Range Plan, Fiscal Year 1983 to 1987 is a document designed to familiarize the reader with the outstanding program directions of the agency over the next five year period. The Plan consists of a series of mission statements, goals, and objectives (where applicable) to explain the leading concerns that are to be addressed by both upper management and the senior staff.

The Commission's functional divisions and departments will respond with their annual objectives and action steps to the goals put forth in this document. Agency staff will review both the Long and Short Range Plans annually, and may revise the contents where necessary, in order to accomplish the best regional area and central office planning possible.

The Long Range Plan is divided into several sections to give the reader a complete perspective of agency operations. The "Principles of Operating the Commission" section defines both the client service and administrative principles as stated by the Commissioner. A short narrative on the structure and client eligibility criteria is presented under "The Commission".

The outstanding programmatic achievements together with appropriate facts and figures is presented in the section entitled "Highlights of State FY'82". In addition, client service statuses reflecting actual FY'81 figures, FY'82 and FY'83 goals are compared. Moreover, fiscal considerations related to the upcoming FY'83 are discussed under "Budget Priorities of FY'83" along with any commentaries in accordance with state-funded programs and cost-saving measures for the upcoming year. An external assumptions section highlights fiscal concerns that could have an impact upon how the agency functions over the long range.

An introductory background to the agency is completed with the section "Overview of the Commission", in which both a description of the organization and its structure are discussed. The Organizational Chart for FY'82 is presented to give a graphic display of how particular elements of the Commission relate to each other.

Discussion of the long range text begins with a presentation of the "Agency Mission Statement" and "Agency Goal Statements" section. Office-related missions, goals and objectives are presented for the different sectors of upper management and senior staff to give a full account of the anticipated operations for each of the respective offices over the long range time frame.



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ELMER C. BARTELS
COMMISSIONER

The Commonwealth of Massachusetts

Massachusetts Rehabilitation Commission

*Statler Office Building
20 Providence Street
Boston, 02116*

PRINCIPLES OF OPERATING THE COMMISSION

Client Service Principles

The agency is dedicated to providing quality services for handicapped persons in the Commonwealth.

Independent disabled people and qualified handicapped persons for the work force of the Commonwealth are products of the program.

Rehabilitation is a complex process which must involve not only disabled persons and agency staff but also the family, employers, other professionals and society in general.

A well planned and managed agency program is the best way to assure quality services for clients.

The agency will conduct its affairs in a manner that will build and maintain a reputation for integrity and good citizenship.

The agency must provide opportunities for staff, consumers and providers of services to have input into the program.

Administrative Principles

The agency operates in such a fashion as to recognize its responsibilities to taxpayers of the Commonwealth.

Innovation and productive change are encouraged as necessary to improve the agency's operation.

Increasing productive use of all resources available to the agency is essential along with the proper use of funds for appropriate services.

Staff are judged on their performance against clearly defined goals and criteria. Management has the responsibility to communicate these standards to employees and to offer opportunities for advancement.

Hiring and promoting qualified capable people without regard to race, sex, creed, age or handicap and in accordance with civil service requirements and labor-management contracts is an agency commitment.

Management and staff at all organizational levels are responsible for operating in accordance with the agency plan, regulations, principles and policies.

Elmer C. Bartels
Elmer C. Bartels
Commissioner of Rehabilitation

THE COMMISSION

The Massachusetts Rehabilitation Commission is a single state agency within the Executive Office of Human Services and is charged by law with the administration of the Federal/State vocational rehabilitation program serving handicapped individuals except the blind and administering the Disability Determination Services (DDS) Division. The Massachusetts Commission for the Blind serves clients who are legally blind. The Commission's legislative mandate is to provide vocational rehabilitation services according to the Rehabilitation Act of 1973, as amended, and Chapter 6, Sections 74-84 of the General Laws of Massachusetts.

The Commission is divided into three divisions: the Disability Determination Services (DDS) Division, the Massachusetts Office of Deafness, and Vocational Rehabilitation Services. The latter division includes Personal Care Attendant, Extended Sheltered Employment Program and Independent Living Services.

In order to be eligible for vocational rehabilitation services, an individual must have a physical or mental disability which is a substantial handicap to employment, and he/she may reasonably be expected to benefit from vocational rehabilitation services in terms of employability. Referrals are made to MRC from public schools, hospitals, clinics, physicians, the Departments of Public Welfare, Public Health, Mental Health, the Industrial Accident Rehabilitation Board, the Social Security Administration, and other public or private agencies and organizations. Clients are also often self-referred or referred by families and friends.

HIGHLIGHTS OF STATE FY 1982

The State Vocational Rehabilitation Program is a cost effective program. In Federal Fiscal Year 1982, it is anticipated that 4,650 disabled persons will be rehabilitated to gainful employment. Of this number, 3,800 persons will go to work in competitive or self employment and earn an aggregate of \$35,000,000 in salaries which will generate state tax revenues of \$1 million and federal tax revenues of \$3.5 million in one year. The remainder of the rehabilitants will be rehabilitated as homemakers or will be placed in sheltered workshops where earnings will be consistent with their physical and mental work capacities.

In FY'81 MRC rehabilitated 4,594 handicapped persons of whom 3,518 were severely handicapped. Of that number, 3,544 persons took jobs in the competitive labor market or became self employed. The remaining 1,050 rehabilitants assumed positions in sheltered workshops (long-term, non-competitive paid work) or became homemakers or non-paid family workers. The monies expended on behalf of each FY'81 rehabilitant over the "life of the case" totalled \$23.03M. The wages generated by these persons in their first year of work amounts to \$30.90M. Since some rehabilitated persons had some earnings at or just prior to their receiving rehabilitation services, a comparison in their change in wages was made. It was determined that the average rehabilitated person earned \$115.66 per week more after services than before. Improvements in earnings for all 1981 rehabilitated persons in their first working year totalled \$26.55M.

Since 64% of FY'81 rehabilitants were under 34 years of age, we have assumed an average working life time of thirty years. Over that working life time, rehabilitants would reap a total of \$213.90M in improved earnings. Adjusting those improved earnings for inflation, unemployment, retirement, and numerous other factors ("discounting") and then comparing that adjusted benefit to the cost, a benefit/cost ratio of 9.21 is yielded for FY'81. In other words, there is a \$9.21 dollar return to society for every VR dollar invested.

1. Written Inter-Agency Agreement Between the Massachusetts Rehabilitation Commission and the Department of Education and Related Agreements

An agreement between the Department of Education, Division of Special Education and the Massachusetts Rehabilitation Commission was further implemented to expand and improve vocational rehabilitation services for handicapped youth. The agreement requires a close working relationship between local school district personnel and counselors in area offices of the Commission. The agreement addresses the issues and concerns of bridging the gap in the transition of young disabled persons in the secondary school systems to the state vocational rehabilitation agency especially when continued ongoing services are needed. Copies of the agreement were distributed to staff in agencies and school districts and cross training of inter-agency staff relative to the agreement was arranged throughout the state. The Commission continues to work with many young disabled persons after they graduate or leave the school systems. In FY'81 the Commission received 1,011 referrals from educational institutions including high schools, vocational schools and schools for the handicapped.

Moreover, MRC, together with the Division of Special Education and the Department of Manpower Development coordinated a \$60,000 grant to develop a cross-training package among the three departments. The cross-training effort has been serviced by a total of eight statewide workshops.

Finally, in FY'82 a survey form to obtain information on the impact of the MRC/Department of Education agreement was sent to all MRC area offices. Efforts have been made to visit MRC regional staff meetings to gain feedback on the effectiveness of the agreement and results will be tabulated shortly.

An agreement among MRC, the Massachusetts Commission for the Blind and the Massachusetts Association of Student Financial Aid Administrators was reached. The purpose of this agreement is to ensure that disabled students in post-secondary training receive all federal, state and institutional grant aid to which they are entitled. This agreement should result in an estimated cost savings of \$300,000 annually to the Commission.

2. Electronic Data Processing (EDP)

The Commission's fiscal accounting system continues to operate effectively and the agency is reaping the benefits of this operation. Checks to vendors are being issued more efficiently (within the average of 30 days) and the system is providing val-

uable management information and accounting documentation. The development of a sub-system to integrate client tracking with the fiscal information is underway and should be completed by May 30, 1982. This will provide significant client-type management information.

For the long range, installation of data entry devices in all regional and area offices will yield more efficient transmission of information. Also, in the future, the Commission intends to implement the State Personnel Management Information System (PMIS), while the Disability Determination Services Division (DDS) plans to implement the California DDS Case Monitoring System in FY'83 to monitor case flow and provide workload data.

3. Projects With Industry (PWI)

The Commission participates in two Projects With Industry (PWI) programs. One is sponsored by the Electronics Industries Foundation (EIF) and the other is operated by the Spinal Cord Injury Association. PWI serves as a job linkage system between industry and the Commission. To date, the projects have placed over 300 clients in competitive employment with average salaries at \$12,000. In addition to the placement activities of the projects, the EIF/PWI has implemented skills training programs in which clients gain the necessary skills to compete for positions. Through PWI, the Commission has access to major employers, resulting in more opportunities for clients to obtain suitable employment.

4. Services to the Deaf

Staffing of deaf client specialty caseloads continued so that each region now has at least two (2) full-time Rehabilitation Counselors for the Deaf. Statewide, sixteen (16) professional staff devote full-time efforts to deaf service delivery and/or program development. Of the 4,594 rehabilitants in FY'81, 50 or 10.9% were hearing disabled with 230 deaf clients and 271 hearing impaired.

Commission staff developed and conducted training and orientation of both in-house support staff and other human service agency professionals involved with deaf persons. The responsibility for screening interpreters to serve clients and/or counselors has been assumed by the Office of Deafness, which will provide the Commission with updated listings of both nationally certified interpreters and uncertified interpreters screened for approval. (Please note narrative of the Massachusetts Office of Deafness within the "Budget Priorities of FY'83" section.)

5. Consumer Involvement

Twelve (12) consumer advisory councils to the Commission's local and regional offices now function across the state. Also, the gubernatorial Statewide Advisory Council has elected a new chairperson from its ranks. Representatives from each regional advisory council have been invited to be present as non-voting numbers at each statewide meeting to expedite recommendations and informa-

tion sharing between statewide and local advisory councils. The former Metropolitan Regional Advisory Council has been appointed as a statewide committee on the Consumer Involvement Program.

Individual consumers continue to be reimbursed for consultation to the Commission on policy and program development in areas in which they have particular expertise. The Commission also continues to fund the consumer-oriented "Information Center for Individuals with Disabilities," which handled 8,200 information requests in FY'81.

6. Independent Living

Through a Federal Rehabilitation Administration grant to the Massachusetts Rehabilitation Commission, six (6) independent living centers provided services that enabled 335 severely physically disabled persons who were either institutionalized or at risk of institutionalization to live independently within the community. In addition, two (2) pilot programs, funded under the same authority, were established to meet the independent living needs of the deaf and the severely psychiatrically disabled. All services provided by the centers and programs are rendered through private non-profit community based facilities in contract with the Commission.

The amount of funding available for the Independent Living Program for FY'82 is \$600,000. This amount includes an original grant of \$200,000 received in FY'80 and two (2) supplemental awards received for FY'81 and '82, amounting to \$400,000. The supplemental awards expanded both the services offered by the centers, and disabled populations to be served by the program. The independent living grants are on a three (3) year renewable cycle.

7. Extended Sheltered Employment Program (ESEP)

The Extended Sheltered Employment Program is a state-funded program administered by the Commission which continues to expand year to year. The program enables clients who cannot work up to full productivity in the competitive labor market, but who have at least twenty five percent (25%) work production to be employed in sheltered workshops. The program expanded due to the need and demand for this kind of service with 1,371 clients being served in FY'81. The program was budgeted at \$2,223,000, up from \$1,743,000 in FY'80. The state was eligible for reimbursement under Title XX for seventy five percent (75%) of program expenditures in FY'81. The program is expected to receive a budget appropriation of approximately \$2,848,000 and have between 1,150 and 1,200 client slots in FY'83.

8. Facilities

Of the thirty four (34) workshops approved for evaluation and training, 31 have achieved accreditation by the Commission on Accreditation of Rehabilitation Facilities (CARF). Approximately \$2.1M was spent in workshop facilities for evaluation and training services.

The Commissioner met quarterly with representatives of the Mass. Association of Rehabilitation Facilities (MARF) to discuss mutual concerns. An inter-agency group, with representation from such agencies as the Department of Education and the Department of Mental Health, met to develop statewide planning for facilities. Training in management, operations and programming was provided through eleven (11) training sessions sponsored by the University of Hartford and Assumption College.

9. Adaptive Housing Program

The original allocation of \$415,000 was reduced by \$185,000 in December, 1980. In January, 1981 it was decided to place new referrals on a waiting list as it appeared there would not be sufficient funds to service all new clients. Additional funds were received and transferred so that the waiting list became non-existent at the end of the fiscal year (i.e., all referrals could be processed for services and there were adequate funds available).

	FY'81 Encumbered	
110	\$333,120.64	
SSDI	34,829.87	
SSI	19,839.70	
	<u>\$447,700.21</u>	(Purchase of Service Expended)
Architects	\$ 59,910.00	

There were 127 clients served at an average cost of \$3,533.78. The maximum allowed for adaptive housing is \$4,000 for a limit in the client's primary residence. Many contractors (vendors) are not interested in these "small jobs", so that some difficulty is experienced in securing vendors to bid. Considering rapid inflation in costs of materials and labor, it is felt that the Adaptive Housing Coordinator has exhibited considerable experience and skill in maintaining the average over a period of time.

10. Vehicle Modification Program

A reduction of \$105,000 in December, 1980, from an allotment of \$125,000 in 110 monies, made necessary the creation of a waiting list for new referrals (as in the Adaptive Housing Program). With fiscal transfers and receipt of additional allocations as they became available, all waiting list clients had been processed for service prior to the end of the fiscal year.

	FY'81 Encumberances	
110	\$289,000	
SSDI	114,000	
SSI	27,000	
	<u>\$432,142</u>	(Purchase of Service)
	\$ 19,679	(Engineering Consultant)

There were 65 clients served at an average cost of \$6,525.00.

In an effort to further the safety of clients driving and being transported in vans modified by this agency, \$30,000 was allocated to the University of Michigan Highway Safety Research Insti-

tute. Vendor equipment, mainly wheelchair restraint systems, was tested with resultant more stringent specifications and recommendations for vendors to upgrade their products and systems.

The results and recommendations from the University of Michigan have been shared with all other state rehabilitation agencies in the U.S., the Massachusetts Department of Transportation, and the National Highway Safety Institute so that national standards for safety in transporting disabled individuals might evolve.

MRC has been a national leader in the provision of vehicle modifications for severely physically disabled individuals and in the establishment of stricter standards and criteria in the specifications for vendor compliance on these modified vehicles.

11. The Massachusetts Rehabilitation Commission, the Department of Manpower Development and Related Agreements

The Massachusetts Rehabilitation Commission has made significant progress in working with the statewide CETA/Manpower service delivery system. The Commission has developed a strategy of local area offices entering into agreements with local CETA agencies to jointly service handicapped clients receiving services from both agencies in a responsible coordinated cost effective way. These efforts, coupled with the Commission's active involvement in the Governor's Employment and Training Council, have already resulted in the development of additional programs for handicapped citizens.

The Employment and Training for Handicapped Persons' statewide policy was completed after a major effort had been shared by the Commission and the Department of Manpower Development. The purpose of this document is "to investigate the status of employment, training and vocational education services for the handicapped", as well as identify major areas of concern and improvement.

Finally, further manpower related work was forwarded by the Executive Office of Economic Affairs (EOEA), which has been charged with the responsibility of administering a program of "Supported Work for the Retarded" (under Section 2 of Chapter 351 of the Acts of 1981); an appropriation of \$500,000 has been provide for this purpose. The general objective of the program is to provide interested and qualified mentally retarded individuals, by and through a collaborative effort between training or education organizations and private sector employers, with the skills training, support services and employment opportunities necessary to enable such individuals to make a transition from an existence dependent primarily upon public assistance to one characterized by relative economic independence. This objective is to be achieved through the utilization of a supported work training design.

OVERVIEW OF THE COMMISSION

A. Organizational Description

The Massachusetts Rehabilitation Commission (MRC), located within the Executive Office of Human Services of the Commonwealth of

Massachusetts, is the sole state agency charged (by the 1978 Amendments of the Rehabilitation Act or P.L. 95-602, and Chapter 6 of the General Laws of Massachusetts) with the administration of the federal/state vocational rehabilitation and independent living programs serving all handicapped individuals except the blind (who are served by the Massachusetts Commission for the Blind).

Additionally, the Commission provides the following: 1) adjudication of Supplemental Security Income (SSI) and Social Security Disability Insurance (SSDI) claims for the Social Security Administration (SSA); 2) Personal Care Attendant (PCA) services for severely physically disabled workers ineligible for Medicaid assistance with purchasing "daily living" aide services; 3) an Extended Sheltered Employment Program for severely disabled persons able to work in a sheltered setting but presently incapable of sustained competitive work; 4) an Independent Living Grants Program for severely handicapped persons at risk of institutionalization or in institutions; and 5) the Massachusetts Office of Deafness, a legally distinct agency providing information, referral, advocacy, consultation and service coordination to and for deaf persons.

B. Organizational Structure and Table of Organization

The Commission is comprised of a Commissioner, a fourteen member advisory board, a Deputy Commissioner and three Assistant Commissioners (see Chart 1).

The Assistant Commissioner for the Disability Determination Services (DDS) Division is responsible for a staff of 360 including 146 disability claims examiners who determine eligibility or ineligibility for SSI and SSDI claims for the SSA.

The Deputy Commissioner of the Vocational Rehabilitation Division is supported by two Assistant Commissioners. The Assistant Commissioner for Administrative Support functions is responsible for: accounting, budgeting, payroll, payments, electronic data processing and property management. The Assistant Commissioner for Central Office Programs heads departments responsible for: personnel, staff development, program development, policy and procedures, (specific) independent living, extended sheltered employment, selected direct service programs and personal care attendant services.

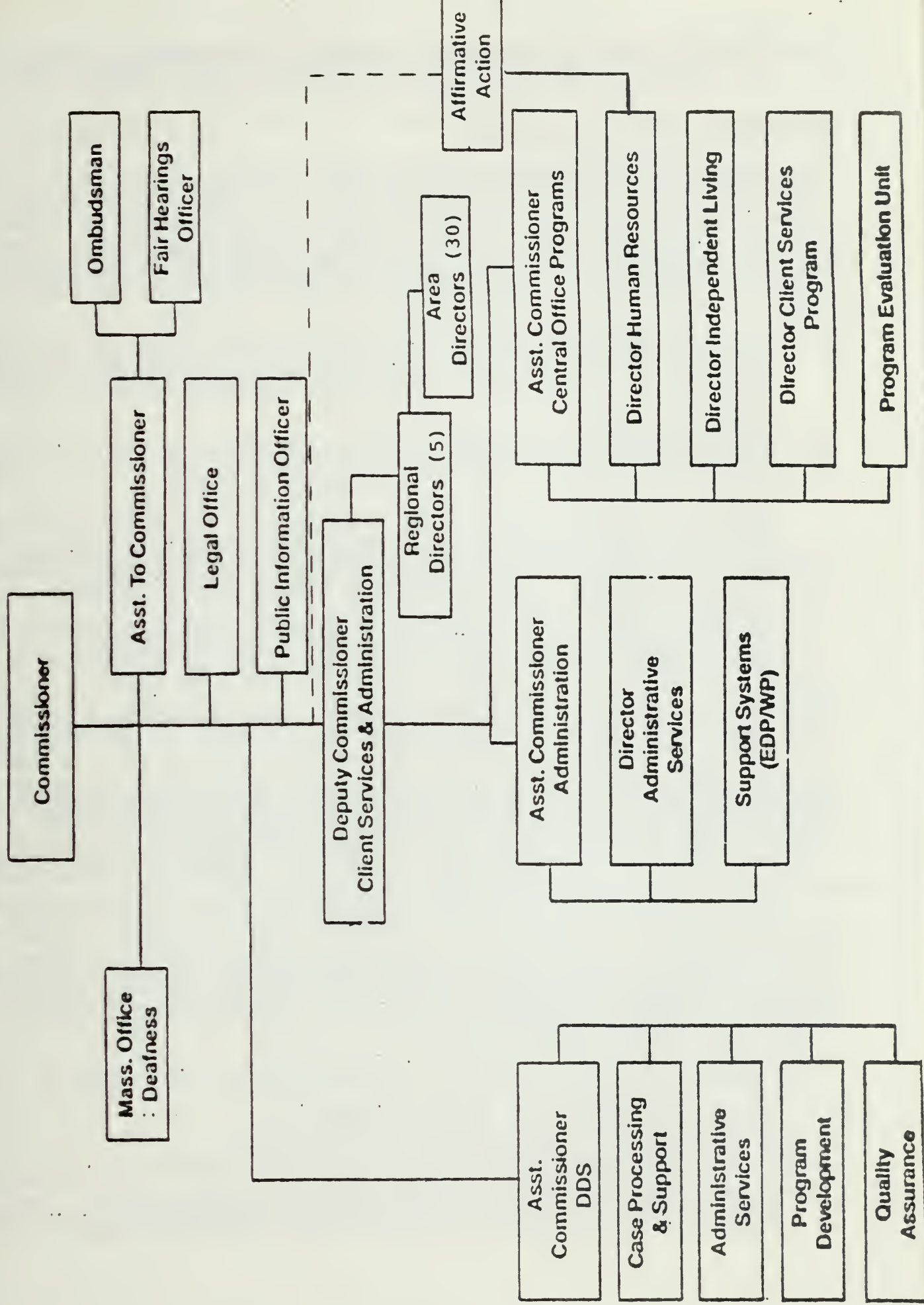
The provision of services to clients is organized under the Deputy Commissioner into five (5) regional office directors, each of whom is responsible for five to seven area offices. In FY'83 the Commission has 30 area offices.

Each area office director is supported by one to three unit supervisors who exercise administrative and clinical supervision for four to six counselors. In FY'82 the Commission was staffed by 240 professional caseload carrying rehabilitation counselors.

Also, the Commission provides administrative support to the Director of the Massachusetts Office of Deafness, who is in line to the Secretary of Human Services.

Massachusetts Rehabilitation Commission

Organizational Chart FY '82



The Commissioner's immediate staff includes legal counsel, a public relations officer and an Assistant to the Commissioner, responsible for the ombudsmen and fair hearings officer.

BUDGET PRIORITIES OF FY 1983

The State Vocational Rehabilitation Participation (4120-0010) represents the Commonwealth's participation in the delivery of vocational rehabilitation services to eligible handicapped persons in Massachusetts, except the blind. During a time of severe budgetary constraints at both the federal and state levels, this Commission has developed, implemented and made fully operational the following cost saving measures:

1. Order of Selection system which gives first priority for agency services to the most severely handicapped and public aid recipients (Aid to Families of Dependent Children, General Relief, Veteran's Aid).
2. Major reduction in staff at all levels (FY'78 - 745 full-time equivalents; FY'81 - 625 full-time equivalents).
3. Management improvements which include a fully operational Management Information System (MIS) and a fully automated fiscal data processing system which enable this Commission to make maximum use of funds available and assure timely vendor payments.
4. Financial and eligibility limitations for adaptive housing and van modification services resulting in the development of a formal waiting list for these important services.

The above cited cost saving measures have been implemented in order to allow this Commission to provide mandated services to the most severely disabled as defined by the Rehabilitation Acts of 1973 as amended (P.L. 95-602). Further, measures have been undertaken to continue to provide needed services to disabled public aid recipients (AFDC, GR, Veteran's Aid) to assist the Commonwealth in reducing the public aid role through the provision of cost effective vocational rehabilitation services that return individuals to gainful competitive employment.

In order to continue to provide purchased services to an already reduced client population base, this Commission will undertake further cost saving measures to operate the vocational rehabilitation program under the FY'83 budget appropriation of 5.252M (FY'82 - 5.61M). This reduction in state appropriations will be compounded by the modest elimination of federal appropriations for SSI and SSDI rehabilitation revenues and level funding in Title I.

Anticipated expansion of cost saving measures for FY'83 are as follows:

1. Further adjustment in staff as necessary.
2. Consolidation and/or elimination of area offices where appropriate.
3. Restriction of adaptive housing and van modification services resulting in an expanded waiting list for these services.

4. Continued emphasis on the use of similar benefits and alternative resources.
5. Compliance with federal and state laws, regulations and service quality measures.
6. Productivity through the maximization of agency resources and policy practices.

With the above cost cutting measures, it is hoped that this Commission will continue to provide quality cost effective vocational rehabilitation services to the handicapped citizens of the Commonwealth. The staff of this Commission, who continue to be its most valuable resource, will be supported through training efforts and management supervision to assume the added responsibility of maintaining services with fewer overall staff and financial resources.

For the whole of FY'83, the Commission projects a stable number of referrals and number served. Additionally, the Commission will continue to render those mandated services as contained in the Rehabilitation Acts of 1973, as amended (P.L. 95-602), plus van modification and adaptive housing programs.

The Extended Sheltered Employment Program (4120-0031) is a work program for those severely disabled individuals who have been determined unable to enter the competitive labor market. Based on funds available in FY'82 (\$2,223,000) approximately 1,000 client slots are available on a day to day basis and a waiting list has been maintained. It is expected that the requested increased FY'83 budget will result in higher number of slots available, higher number of total clients served and a depletion of the waiting list. A total of 1,250 clients are estimated to be served by this program in FY'82 and 1,400 in FY'83.

The Personal Care Assistance Program (4120-0051) provides personal care attendant services to severely disabled clients who are employed or are about to be employed and are living independently within the community. The FY'83 request recognizes that this program utilizes amounts from prior appropriations continued, therefore, the amount required for FY'83 to serve eighty (80) clients with attendants is \$700,000 (including unexpended FY'82 funds).

The Massachusetts Office of Deafness (4120-0041) is a separate agency under the umbrella of the Massachusetts Rehabilitation Commission. The Office was opened in 1977 through a Chapter 6, Section 84A, GLM passed in 1974. The Office provides information, referral, advocacy, service coordination, agency consultation and interpreter services to deaf persons in the Commonwealth. The constituency is estimated at approximately 335,000 people, with a budget request for FY'83 or \$168,067 as opposed to a request of \$153,034 for FY'82. The Commission is pleased to present a budget which maintains the existing program that has demonstrated the ability to return handicapped individuals to work. This is a proven, cost-effective program which decreases the dependency of handicapped persons on federal and state support through gainful employment.

PROBABLE CONSTRAINTS/PARAMETERS

PROGRAM CONSTRAINTS

1. It is expected that we shall continue to work with other human service providers (i.e., DMH, DPH, DPW, DSS, DES, MCB, etc.) towards the provision of rehabilitation and related services to our mutual populations. However, it is anticipated that many such providers will encounter funding restrictions that may result in possible reductions in services.
2. It is expected that clients will continue to be entitled to Medicaid services, if eligible.
3. It is anticipated that participation in the new SSI/DI program (PL 97-35) will result in progressively greater reimbursement payments.
4. A CETA bill will be authorized at a reduced funding level with 1983 being designated as a transitional year.
5. The Massachusetts State Legislature continues to be extremely supportive in funding the programs and operations of the Massachusetts Rehabilitation Commission.
6. It is anticipated that the Commission staff will continue to be actively involved with community-based public and private organizations concerned with vocational rehabilitation and/or independent living.
7. It is anticipated that the Division of Disability Determination Services will become decentralized in part by 1985; which, if it happens, will mean a closer tie between Disability Examiners and the local Vocational Rehabilitation Counselors.
8. It is expected that the agency will review all past and present interagency agreements for timeliness and relevance to present client needs. Central and regional staff will begin a concerted effort to initiate an implementation phase of those agreements as approved by the respective Commissioners. Examples of needed implementation strategies include: A) the DMH/MRC agreement and the deinstitutionalization process; and B) the Department of Special Education/MRC agreement as it impacts on clients who are no longer the responsibility of the public education system.

RELEVANT LEGISLATION/REGULATIONS

1. Recodified Massachusetts statutes relating to the Massachusetts Rehabilitation Commission (Chapter 513, Acts of 1980 amending MGL Chapter 6, Section 74-84).
2. Public Law 96-265, Social Security Amendments of 1980 which decrease disincentives to work for Commission clients who are receiving SSI or SSDI benefits.

3. Continuation of the Rehabilitation Services Administration within the administrative structure of the Federal Department of Education.
4. The promulgation of regulations relevant to the "Rehabilitation, Comprehensive Services and Developmental Disabilities Amendments of 1978."
5. Massachusetts reclassification and civil service reform (major reform proposals affecting the state personnel system are anticipated from the Special Commission on Civil Service).

BUDGET AND STATISTICAL STATEMENT

I. Basic VR Funding

The Rehabilitation Act of 1973 and Amendments of 1978 are slated for review by Congress in federal Fiscal Year 1983. Congress has several options as part of the process: not review it; review it without language about funding levels; change the law; leave the law intact; or, other such options.

We assume that PL 95-602 will be renewed and have the continued support of Congress. We hesitate to predict national and thus state appropriation funding levels for Title I/Basic Vocational Rehabilitation Program. For planning purposes we are assuming funding which is sufficient to cover inflation factors.

II. SSI, SSDI-VR Funding

In federal FY'82, the formula to receive SSI and SSDI vocational rehabilitation funds from Congress and the Social Security Administration changed to be: basically, reimbursement to the state agency after an SSI or SSDI recipient was in substantial gainful activity (SGA) for nine consecutive months. In federal FY'82, that meant that the state agency could only be reimbursed for clients and expenses in SGA from October, November and December of 1981, for those would be the only clients eligible to be counted as successful SGA's under the nine month measurement. When the Social Security Administration proposed regulations are published the state agency cannot expect funding levels even equal to 1981. The vocational rehabilitation division of the Massachusetts Rehabilitation Commission will participate in this 100% federally sponsored program with the knowledge that the return on investment of staff time and agency actual expense may not be fully reimbursed via the Social Security Administration.

III. Independent Living

It is predicted that grants will continue to be received and dispensed through a Request for Proposal process. For planning purposes, we predict receipt of 100% funded grants at the federal Fiscal Year 1982 level.

IV. Commonwealth Funding

The Commonwealth of Massachusetts Administrations and Legislature have been fiscally supportive of the Vocational Rehabilitation Program, Personal Care Assistance Program, Extended Employment Program, Massachusetts Office of Deafness Program, and, of the Massachusetts Rehabilitation Commission receiving and administering federal grants which are part of or related to vocational rehabilitation of handicapped or disabled persons.

We expect that demonstrated commitment to handicapped persons to continue and are grateful for that support for the benefit of clients served.

V. Summary

For planning purposes, we predict the budget to be sufficiently funded to cover inflationary factors, which includes fiscal recognition of inflationary factors.

TABLE 1

VOCATIONAL REHABILITATION REVENUES

<u>VR DIVISION REVENUES</u>	<u>FEDERAL FY 1982</u>	<u>COMMENTS ABOUT 1983-1987</u>
Title I	\$17,335,417	At least inflation factor/cost of living factor should be added, annually.
SSI/DI-VR	60,000	Assuming full reimbursement of all costs, this should move to about \$2,000,000 by 1987.
State Participation	5,610,000	It is anticipated that state participation will remain at about the 23% of revenues, plus continue with the budget language on exemption on indirect and fringe benefit payments from the VR division to the state.
Reimbursement, reallolements; liquidations at year-end	202,583 400,000	Reimbursements from DDS and year-end redistribution from RSA will continue, but redistribution is unpredictable.
<u>Total Revenue</u>	<u>\$23,608,000</u>	For planning purposes, level funding, including inflation factors is predictable.

TABLE 2

VOCATIONAL REHABILITATION EXPENDITURES

<u>VR DIVISION EXPENSES</u>	<u>FEDERAL FY 1982</u>	<u>COMMENTS 1983-1987</u>
Administration	\$ 2,575,000	As in the past 5 years, will increase by no more than 5% increase, each year.
Personnel	11,050,000	Staff provide direct client services and costs will have to increase as in the labor contracts to maintain 620 full-time equivalents.
Fringe	0	Waived by the Commonwealth as part of state participation in vocational rehabilitation.
Indirect Charges	0	Waived by the Commonwealth as part of state participation in vocational rehabilitation.
Purchase of Service	9,700,000	Will remain at about 40% of the expenses, for coupled with direct service staff expense, these line items are the basis of the program.
Group Contracts, VR Projects	283,000	Through the contracting process, certain special and group projects will be funded.
<u>Total VR Expenses</u>	<u>\$23,608,000</u>	

TABLE 3

FUNDING (Part 1)

<u>PROGRAM FUNDING</u>	<u>FEDERAL FY 1982</u>	<u>COMMENTS ABOUT FED. FY'83-87</u>
<u>Other Federal</u>		
A. Division of Disability Determination	\$16,800,000	Will be 100% federally funded by the Social Security Administration for increased staffing thru 1987 so as to insure tight control on SSI/DI claims and ongoing disability investigations.
B. Independent Living	600,000	Will receive 100% funded grants in amounts equal to the FY'82 levels, thru 1987.
C. Psychiatric Training Program	72,000	Will continue thru 1984 at the FY'82 level.
D. Counselor, Supervisor	61,000	Will continue to receive federal funds at about the FY'82 level, thru 1987.

TABLE 4

FUNDING (Part 2)

State Funded

A. Extended Employment Program	2,251,118	Will receive funding resulting in no waiting lists.
B. Personal Care Assistance	568,160	Will continue to receive funding resulting in no waiting list.
C. Mass. Office of Deafness	152,000	Will be funded and grow to have satellite units in all regions, by 1987.
D. Independent Living	To be determined for the future.	By 1987, the Commonwealth will have developed its policy and state funding pattern to be coupled with federal grants to assure appropriate independent living services for severely handicapped physically disabled persons. Today, the Commonwealth sponsors community based independent living services for Department of Mental Health clients.

TABLE 5

STATISTICS STATEMENT

Statistical projections for federal Fiscal Year (1983-1987)

Parameter and Assumption: As long as the vocational rehabilitation division is funded and staffed to at least the federal Fiscal Year 1982 level, the division's projection for statistical goals is as follows:

	Federal 1981 (Actual)	Federal 1982 (Projected)	Federal 1983-1987 (Estimated)	Comments
Referrals	17,892	16,816	19,800	Will increase due to other agencies attempts to use similar benefits.
Applicants	12,896	12,840	13,800	Same as above.
Acceptances	7,785	8,080	9,080	More referrals and applicants will result in more acceptances
IWRP's	7,224	7,307	7,900	This will be a major control point to assure that only persons with a VR goal and who are ready for VR are active in the VR division.
Rehabili- tations	4,594	4,623	4,700	The focus is on severely handicapped needing multi-service over an extended period of time; but slightly increased caseloads and rehabilitation rates, at the caseload level, accounts for this modest increase.
Severely handicapped re- habilitations	3,518	3,362	3,400	It is projected that approximately 73% of the rehabilitants will continue to be categorized as severely handicapped.
Served	33,515	33,348	35,300	Slightly increased caseload sizes will allow for this modest growth of 5% by 1987.

MASSACHUSETTS REHABILITATION COMMISSION

MISSION AND GOAL STATEMENTS

The following mission statements and related goals will be the major direction taken by the Commission over the course of the long range period. The Commission has the overall authority to direct the progress made toward the fulfillment of agency missions, goals and objectives. The functional agency divisions and departments will be developing their respective missions, goals and objectives to coordinate with the following:

AGENCY MISSION STATEMENTS

- I. TO PROVIDE TIMELY AND QUALITATIVE VOCATIONAL REHABILITATION AND INDEPENDENT LIVING AND OTHER SPECIFIED SUPPORT SERVICES TO ELIGIBLE PHYSICALLY AND MENTALLY HANDICAPPED INDIVIDUALS IN ORDER THAT THEY MAY ACHIEVE AND MAINTAIN GAINFUL EMPLOYMENT AND/OR LIVE INDEPENDENTLY IN THE COMMUNITY.
- II. TO ENSURE THE FAIR AND TIMELY ADJUDICATION OF CLAIMS FOR RESIDENTS OF MASSACHUSETTS UNDER TITLE II AND XVI OF THE SOCIAL SECURITY ACT.

AGENCY GOAL STATEMENTS

1. TO ACHIEVE A HIGH DEGREE OF PRODUCTIVITY IN THE PROVISION OF COMPREHENSIVE AND QUALITATIVE VOCATIONAL REHABILITATION SERVICES TO THE MAXIMUM POSSIBLE NUMBER OF ELIGIBLE HANDICAPPED CLIENTS, SERVING THE MOST SEVERELY HANDICAPPED ON A PRIORITY BASIS.
2. TO CONTINUE THE FURTHER DEVELOPMENT OF AN INDEPENDENT LIVING PROGRAM OF SERVICES FOR SEVERELY HANDICAPPED INDIVIDUALS WHICH WILL INCREASE THEIR ABILITY TO LIVE AND FUNCTION MORE INDEPENDENTLY IN THEIR FAMILIES OR COMMUNITY.
3. TO ASSURE COMPLIANCE ON THE PART OF THE MASSACHUSETTS REHABILITATION COMMISSION WITH ALL FEDERAL AND STATE LAWS, REGULATIONS, AND POLICIES WHICH RELATE TO THE AGENCY'S OPERATIONS AND TO THE DELIVERY OF VOCATIONAL REHABILITATION SERVICES.
4. TO CONTINUE TO DEVELOP CONSTITUENT RELATIONSHIPS WITH CONSUMERS, PROVIDERS, BUSINESS AND INDUSTRY, AND OTHER AGENCY PUBLICS TO PROMOTE THEIR INTEREST IN AND AFFILIATION WITH THE PROGRAM AND POLICY DIRECTIONS OF THE AGENCY.
5. TO ASSURE PRODUCTIVITY, EFFECTIVENESS, AND TIMELINESS IN THE ADJUDICATION OF CLAIMS FOR RESIDENTS OF MASSACHUSETTS UNDER TITLE II AND XVI OF THE SOCIAL SECURITY ACT.

I. ADMINISTRATIVE

MISSION: TO DEVELOP IMPROVED SERVICES FOR THE REHABILITATION OF HANDICAPPED INDIVIDUALS.

GOAL: TO CONTINUE TO MONITOR AGENCY FINANCIAL AND PROGRAM RESOURCES AND POLICY TO ASSURE THAT THE AGENCY IS MANAGED IN AN EFFECTIVE AND ACCOUNTABLE MANNER.

OBJECTIVES:

1. To approve a fiscal and program plan for the agency annually by September first for each fiscal year.
2. To monitor and make appropriate adjustments to the agency fiscal and programmatic performance, quarterly, for the period of the Long Range Plan.
3. To monitor and review client service policy as it is prepared for the Client Services Manual for the period of the Long Range Plan.
4. To establish and monitor a system of assuring maximum financial assistance for clients who are in post-secondary education by the end of FY'83.

GOAL: TO INITIATE AND SUPPORT THE DEVELOPMENT OF INFORMATION SYSTEMS TO EFFECTIVELY MANAGE AGENCY RESOURCES.

OBJECTIVE:

1. To assure effective use of the financial accounting and client reporting systems throughout FY'83.
2. To ensure the development and integration of the DDS automated case processing system by September, 1983.

GOAL: TO RESPOND EFFECTIVELY THROUGH THE OMBUDSMEN, ADVOCACY, ADMINISTRATIVE REVIEW AND FAIR HEARINGS TO THE UNMET NEEDS OF DISABLED INDIVIDUALS IN MASSACHUSETTS.

OBJECTIVES:

1. To maintain and operate the Ombudsmen's Office in its capacity for handling cases of assistance to clients in difficult situations (presently 500-600 per year) and obtaining possible federal grant monies for this purpose through the life of the Long Range Plan.
2. To handle 40 to 50 Fair Hearings each year of the Long Range Plan.

GOAL: TO ASSURE THAT THE AGENCY OPERATIONS, PROGRAMS AND POLICIES MEET APPLICABLE LEGAL STANDARDS, AND TO PROVIDE LEGAL SUPPORT AND REPRESENTATION FOR THE AGENCY AND ITS STAFF.

OBJECTIVES:

1. To provide legal input to agency policies and procedures and key state and federal legislation so that the vocational and independent living rehabilitation needs of eligible individuals are appropriately met.
2. To advise and represent agency staff members in legal appeal processes related to client services and administrative operations.

GOAL: TO OVERSEE THE OPERATION OF THE DISABILITY DETERMINATION PROGRAM'S TIMELY AND ACCURATE DECISIONS ON SSI/DI ADJUDICATION.

OBJECTIVES:

1. To ensure proper use of the financial system to control all funds through September, 1983.
2. To ensure decentralization of the Disability Determination Program to one location by the end of FY'83.

II. PROGRAM

MISSION: TO WORK WITH AGENCY STAFF AND EXTERNAL CONSTITUENCIES TO IMPROVE REHABILITATION AND ADJUDICATION SERVICES FOR HANDICAPPED PEOPLE.

GOAL: TO CONTINUE A CLOSE WORKING MANAGEMENT RELATIONSHIP WITH THE SECRETARY OF HUMAN SERVICES AND RELEVANT STATE AGENCY COMMISSIONERS TO PROVIDE A WELL INTEGRATED SERVICE DELIVERY SYSTEM FOR HANDICAPPED CITIZENS THROUGH STRONG INTERAGENCY RELATIONSHIPS.

OBJECTIVES:

1. To ensure implementation of the State Employment and Training Policy with the Department of Manpower Development and other state agencies through September, 1983.
2. To provide ongoing leadership to the agreement with the Department of Education, Division of Special Education through bi-annual meetings through the term of the Long Range Plan.
3. To continue to provide input and direction into the activities of the Occupational Information Coordinating Committee in its efforts to provide meaningful information on high demand occupations in Massachusetts through the end of FY'83.
4. To ensure continued implementation of the cost effective agreement between the Massachusetts Rehabilitation Commission and the Massachusetts Association of Financial Aid Administrators on behalf of post-secondary students in need of financial aid.

GOAL: TO ENCOURAGE AND SUPPORT NON-PROFIT VENDORS IN PROVIDING REHABILITATION SERVICES TO MEET THE NEEDS OF AGENCY CLIENTS.

OBJECTIVES:

1. To support the expansion of the Massachusetts Electronics Industry Foundation/Projects With Industry to be fully statewide by the end of FY'83 through additional federal grant monies.
2. To meet quarterly with the Massachusetts Association of Rehabilitation Facilities (MARF) to address matters of mutual interest to support vendor viability throughout the term of the Long Range Plan.
3. To provide leadership to the Independent Living Rehabilitation Program through additional federal grant monies and to relate appropriate information to interested parties through conferences, written communications, etc. through the end of FY'83.

GOAL: TO SUPPORT THE CONTINUED DEVELOPMENT OF OTHER INTERNAL AND EXTERNAL AFFILIATES FAMILIAR WITH THE OBJECTIVES AND SUPPORTIVE OF/INVOLVED IN AGENCY PROGRAMS AND POLICY.

OBJECTIVES:

1. To seek guidance from agency advisory councils and individual consumers on policy decisions throughout the period of the Long Range Plan.
2. To create and have in place continuing counselor, unit supervisor and area director discussion groups throughout the period of the Long Range Plan.
3. To work jointly with the Tufts and the Boston University Research and Training Centers in development of their programs relating to mental and physical rehabilitation throughout the period of the Long Range Plan.
4. To participate within the consumer community in the pursuit of mutual goals throughout the period of the Long Range Plan.
5. To work jointly with Massachusetts' private sector employers to improve job placement opportunities for agency clients throughout the period of the Long Range Plan.

*** OFFICE OF THE DEPUTY COMMISSIONER ***

INTRODUCTORY STATEMENT

The Deputy Commissioner for the Vocational Rehabilitation Division is responsible to the Commissioner of Rehabilitation for client services, administration and support services of Vocational Rehabilitation (VR), Independent Living (IL), the Extended Sheltered Employment Program (ESEP) and the Personal Care Assistance Program (PCA).

These responsibilities include assuring that a positive involvement and relationship is fostered, on a statewide and local level, with consumers, providers, facilities, state and federal agencies, and that the staff adhere to productivity and compliance standards.

The mission and goal statements of the Deputy Commissioner for Vocational Rehabilitation are complimentary to field and Central Office staff units' mission and goal statements.

MISSION: TO ASSURE THE APPROPRIATE USE OF FUNDS FOR APPROPRIATE VOCATIONAL REHABILITATION, EXTENDED SHELTERED EMPLOYMENT, PERSONAL (CLIENT) CARE ASSISTANCE AND INDEPENDENT LIVING SERVICES TO CLIENTS; AND, TO ASSURE QUALITY AND USEFUL ADMINISTRATION AND SUPPORT SERVICES WITHIN THE VOCATIONAL REHABILITATION DIVISION OF THE MASSACHUSETTS REHABILITATION COMMISSION.

GOALS:

1. TO ASSURE APPROPRIATE VOCATIONAL REHABILITATION AND INDEPENDENT LIVING CLIENT SERVICES' PRODUCTIVITY THROUGH ONGOING SUPERVISION, JOINT PLANNING AND MONITORING OF REGIONAL DIRECTORS AND ASSISTANT COMMISSIONERS.
2. TO ASSURE PROVISION OF COMPREHENSIVE SUPPORT AND ADMINISTRATIVE SERVICES IN TERMS OF FISCAL, CENTRAL OFFICE PROGRAMS, PERSONNEL, STAFF DEVELOPMENT, PROGRAM EVALUATION AND INDEPENDENT LIVING REHABILITATION; AND, CONTINUED ATTENTION TO LABOR RELATIONS AND AFFIRMATIVE ACTION PRINCIPLES.
3. TO ASSURE COMPLIANCE TO FEDERAL, STATE AND INTERNAL REGULATIONS, GUIDELINES, POLICIES AND PROCEDURES.
4. TO ASSURE THE AWARENESS, INVOLVEMENT AND JOINT PLANNING EFFORTS OF THE AGENCY PUBLICS, INCLUDING: CONSUMERS, PROVIDERS, FACILITIES, STATE AND PRIVATE AGENCIES AND OTHER APPROPRIATE GROUPS.

DIVISION OF FIELD OPERATIONS
(REGIONAL AND AREA OFFICES)

MISSION: TO ASSURE THAT ELIGIBLE CLIENTS ARE PROVIDED THE FULL RANGE OF QUALITY AND TIMELY REHABILITATION SERVICES NECESSARY TO EFFECT THEIR VOCATIONAL REHABILITATION AND TO INCREASE THEIR CAPACITY TO FUNCTION INDEPENDENTLY IN THE FAMILY AND COMMUNITY.

GOAL: TO CONTINUE TO IMPROVE AND IMPLEMENT MANAGEMENT AND CASELOAD MANAGEMENT PRIORITIES AND STANDARDS FOR SERVICE DELIVERY.

OBJECTIVES:

1. To maximize productivity by projecting and achieving realistic service and rehabilitation goals in the delivery of client services for Fiscal Years 1983, 1984 and 1985.
2. To develop strategies for improved compliance and initiate revisions in FY'83; complete revised implementation in FY'84; re-evaluate practices in FY'85.
3. To refine personnel appraisal practices in FY'83; and to adjust to changes in the Commonwealth's personnel system.

GOAL: TO FURTHER IMPLEMENT PRIORITIZED SPECIAL PROGRAMS TO ASSURE IMPROVED SERVICES TO TARGETED POPULATIONS.

OBJECTIVES:

1. To identify target populations and develop or refine strategies to serve them.
2. To monitor and assess service delivery to targeted populations annually.
3. To appropriately integrate VR and IL services during the course of the Long Range Plan.
4. To refine the deaf program in FY'83.
5. To adjust practices of service delivery to SSI/SSDI recipients as necessary in FY'83.

GOAL: TO ASSURE INVOLVEMENT AND COOPERATIVE PLANNING WITH AGENCY PUBLICS.

OBJECTIVES:

1. To assess and refine communication and planning methodologies with rehabilitation facilities.
2. To define critical interagency relationships and refine communication and planning methodologies annually.
3. To respond to trends in the federal and state human services programs as required.
4. To appropriately integrate consumer consultation and advisory council practices into management decision-making policy setting processes throughout the period of the Long Range Plan.

*** DIVISION OF CENTRAL OFFICE PROGRAMS ***

INTRODUCTORY STATEMENT

The Assistant Commissioner of Central Office Programs is responsible to the Commissioner of Rehabilitation via the Deputy Commissioner for centrally administered client service programs, human resources, independent living rehabilitation, the Extended Sheltered Employment Program and the Personal Care Assistance Program.

These responsibilities include the active interaction with field service delivery staff, consumers, providers and federal/state inter-agency relations.

The mission, goals and objectives of the Central Office Program Division assure the provision of support services to field locations, the development of management information for the purpose of decision making, and the completion of mandated federal and state reports.

MISSION: THE MISSION OF THE DIVISION OF CENTRAL OFFICE PROGRAMS IS TO ASSURE THE PROVISION OF COMPREHENSIVE SUPPORT SERVICES IN TERMS OF THE ADMINISTRATION OF CENTRAL OFFICE PROGRAMS, PERSONNEL, STAFF DEVELOPMENT, LABOR RELATIONS, AFFIRMATIVE ACTION, PROGRAM EVALUATION AND INDEPENDENT LIVING REHABILITATION FOR FIELD STAFF AND MANAGEMENT.

GOAL: TO DEVELOP PROGRAMS FOR PARTICULAR POPULATIONS OR SERVICE AREAS, TO PROMULGATE CLIENT SERVICE POLICIES, TO MANAGE CENTRALIZED PROGRAMS OF DIRECT SERVICE, TO DEVELOP RATES, TO PROVIDE PLANNING PROCESSES, TO CONDUCT ADMINISTRATIVE REVIEWS AND TO DEVELOP AND MONITOR CLIENT SERVICE CONTRACTS.

OBJECTIVES:

1. To ensure the provision of effective services to MRC clients through the development and refinement of programs and planning processes.
2. To ensure current client service policy and procedures and timely administrative reviews.
3. To ensure timely and effective ESEP services; provide comprehensive coordinated services to clients through rehabilitation facilities; fee rates for facilities and client services, and coordination and monitoring of contract activities.
4. To ensure timely and effective services to clients through specific centrally administered programs.

GOAL: TO ASSURE STAFF WELL QUALIFIED TO ACHIEVE AGENCY GOALS AND OBJECTIVES AND TO MEET THE PROFESSIONAL GROWTH NEEDS OF EMPLOYEES AT ALL LEVELS OF THE COMMISSION.

OBJECTIVES:

1. To plan, coordinate and direct an in-service and out-service training program focused on the attainment of both organizational goals and professional growth goals of staff at all levels of the agency.
2. To plan, coordinate and direct personnel management systems to assure qualified staff and promote effective and consistent personnel policies and practices throughout the agency.

GOAL: TO CARRY OUT THE PROVISION OF INDEPENDENT LIVING REHABILITATION FOR SEVERELY HANDICAPPED INDIVIDUALS WHICH WILL INCREASE AND/OR MAINTAIN THEIR ABILITY TO: MAKE DECISIONS REGARDING THEIR OWN LIVES; FULLY PARTICIPATE IN THEIR FAMILY AND COMMUNITY; UNDERSTAND AND SELF DIRECT THEIR OWN COMMUNITY LIVING NEEDS.

OBJECTIVES:

1. To manage independent living rehabilitation in order to maximize the provision of independent living services to clients.

2. To manage the Personal Care Attendent Program in an effective and efficient manner to ensure that the maximum number of eligible clients are served, contingent upon available resources.
3. To plan, coordinate and direct the Commission's efforts in cooperation with the state agencies responsible for housing and transportation in order to support and impact upon the goals of independent living rehabilitation.

GOAL: TO PROVIDE PROGRAM PERFORMANCE INFORMATION, ANALYSES, AND RECOMMENDATIONS TO APPROPRIATE FEDERAL, STATE AND COMMISSION PERSONNEL IN ORDER TO FACILITATE MANAGEMENT DECISION-MAKING REGARDING AGENCY GOALS AND OBJECTIVES.

OBJECTIVES:

1. To provide accurate and timely reports of studies, surveys, data analyses and case reviews to management and others, as required or requested.
2. To provide technical assistance for evaluating programs through consultation, instrument design and training in program evaluation instrument use to administrative units, field locations, other state and federal agencies, providers and other rehabilitation-oriented organizations.

DEPARTMENT OF CLIENT SERVICE PROGRAMS

MISSION: TO DEVELOP PROGRAMS FOR PARTICULAR POPULATIONS OR SERVICE AREAS, TO PROMULGATE CLIENT SERVICE POLICIES, TO MANAGE CENTRALIZED PROGRAMS OF DIRECT SERVICE, TO DEVELOP RATES, TO PROVIDE PLANNING PROCESSES, TO CONDUCT ADMINISTRATIVE REVIEWS AND TO DEVELOP AND MONITOR CLIENT SERVICE CONTRACTS.

GOAL: TO ENSURE THE PROVISION OF EFFECTIVE SERVICES TO MRC CLIENTS THROUGH THE DEVELOPMENT AND REFINEMENT OF PROGRAMS AND PLANNING PROCESSES.

OBJECTIVES:

1. By July 1st of each year through 1987 to review and up-date the Long Range Plan for the Commission.
2. By October 1st of each year through 1987 to develop an annual plan for the Commission.
3. By October 1, 1982 and each year through 1987 to have a written plan for interagency planning with key human service, education and labor agencies for the purpose of similar benefits, joint planning and development of services.
4. By October 1st and each year through 1987 to have a written plan for the development and/or improvement of services to certain disability groups.

The current effort is directed toward:

- a. deaf
 - b. head-injured
5. By October 1st and each year through 1987 to have a written plan for the development, improvement or expansion of vocational rehabilitation services.

Present program efforts are:

- a. transitional employment
- b. career development
- c. use of technology in rehabilitation

GOAL: TO MAINTAIN AN UP-TO-DATE CLIENT SERVICES MANUAL OF POLICIES, PROCEDURES, AND RELATED FORMS; AND TIMELY DISPOSITION OF ALL APPLICANT AND CLIENT REQUESTS FOR ADMINISTRATIVE REVIEWS.

OBJECTIVES:

1. By October 1st of each year through 1987 to submit a report on the manual revisions produced and issued to all manual holders.
2. By October 1st of each year through 1987 to submit a report covering the administrative review activity for the previous 12 months.
3. By October 1, 1983 to complete the revision of at least 5 major client services forms and related instructions.
4. By December, 1982 to review all numbered and unnumbered client service memoranda (1974-1979) and chapters of the former professional manual to identify and notify staff of those memoranda and chapters which have been superseded by the Client Services Manual.
5. By June, 1983 to review case compliance guidelines and questionnaire and make recommendations to the Program Evaluation Unit for possible revisions to improve staff understanding of Commission policy and procedure.

GOAL: TO ENSURE TIMELY AND EFFECTIVE ESEP SERVICES; PROVIDE COMPREHENSIVE COORDINATED SERVICES TO CLIENTS THROUGH REHABILITATION FACILITIES; FEE RATES FOR FACILITIES AND CLIENT SERVICES AND COORDINATION AND MONITORING OF CONTRACT ACTIVITIES.

OBJECTIVES:

1. By January, 1983 to develop a written guide to contracting for use by VR staff in developing and monitoring client service contracts.

2. By January, 1983 to develop a written guide to facilities' approval and monitoring to be used by the Commission in approving new facilities and monitoring existing facilities.
3. By December 1st of each year through 1986 to do a review of the facilities' auditing process and provide a written report on the review.
4. By October 1st of each year through 1986 to develop a written plan based on the Coopers & Lybrand process for planning and coordination of facilities' issues with the Department of Mental Health (DMH), the Mass. Commission of the Blind (MCB), and Education.
5. By October 1st of each year through 1986 to update the Client Service Fee Manual.
6. By September, 1982 to develop a written manual on the processes for establishing rates for client services other than facilities.
7. To provide extended sheltered employment services to the maximum number of clients allowed by budgetary and other constraints, annually.
8. By June, 1983 to develop and implement a system of program evaluation for ESEP.
9. By October, 1983 consider the possibility of automating some of the audit and rate determination process by integrating information into the EDP system or into the microcomputer. This objective depends on an updating or a revision of MRC's Standards, Policies and Guidelines Manual so that we have a consistent set of working principles with which to apply to the auditing of facilities costs for the purpose of determining rates.

GOAL: TO ENSURE TIMELY AND EFFECTIVE SERVICES TO CLIENTS THROUGH CENTRALLY ADMINISTERED PROGRAMS.

OBJECTIVES:

1. By October 1st of each year through 1986 to develop a written plan to maximize insurance company participation in the provision of VR services to industrial accident clients.
2. By 10/1/82 have guidelines established to tie in with client tracking system to identify WC clients and secure more accurate data for monitoring.
3. By 1/1/83 have draft formulated for guidelines to counselors in servicing WC clients.
4. To review and refine our SSI/SSDI screening process on an annual basis.

5. By March, 1983 to develop a written administrative guide for the provision of vehicle modifications and adaptive housing services.
6. By October, 1983 to develop a plan to ensure the Commission has up-to-date information on adaptive equipment for housing and vehicles.
7. By October, 1983 to develop a written guide (together with the Independent Living Program) as a means of financing vehicle modification and adaptive housing resources for clients and staff.
8. By September, 1983 to complete our evaluation of the van modification services for the period FY'78 to FY'82.
9. To develop and implement an orientation/demonstration training (on evaluation site) for VR staff on vehicle modification by September, 1983.

DEPARTMENT OF HUMAN RESOURCE DEVELOPMENT

MISSION: THE MISSION OF THE HUMAN RESOURCE DEVELOPMENT DEPARTMENT IS TO:

1. ASSURE STAFF WELL QUALIFIED TO ACHIEVE AGENCY GOALS AND OBJECTIVES.
2. MEET THE NEEDS FOR PROFESSIONAL GROWTH OF EMPLOYEES AT ALL LEVELS OF THE ORGANIZATION.

THE MISSION WILL BE ADDRESSED THROUGH SYSTEMATIC PROGRAMS OF RECRUITMENT AND SELECTION, PERSONNEL SYSTEMS MANAGEMENT, STAFF DEVELOPMENT AND TRAINING, AND CAREER MANAGEMENT.

GOAL: TO PLAN, COORDINATE AND DIRECT AN IN-SERVICE AND OUT-SERVICE TRAINING PROGRAM FOCUSED ON THE ATTAINMENT OF BOTH ORGANIZATIONAL GOALS AND PROFESSIONAL GROWTH GOALS OF STAFF AT ALL LEVELS OF THE AGENCY.

OBJECTIVES:

1. By October 1st of each fiscal year through 1986 to have in place a written in-service training plan based on needs and priorities systematically identified by staff and line management.
2. By October 1st of each fiscal year through 1986 to have in place a written plan of continued training for all levels of staff (with counselor level as a priority) based on needs identified by appropriate staff.

3. To have in place by October 1, 1983 a standard written guide and system for the on-the-job orientation, training and supervision of new counselors in four key areas of job functioning: vocational rehabilitation policy and procedures including compliance, caseload management, vocational assessment/planning and job development.
4. To complete the second phase of management training for area directors by 9/30/82.
5. To implement management development training for other levels of management through 1986.
6. Through 1986 maintain a current, comprehensive library accessible and responsive to agency staff and the rehabilitation community.

GOAL: TO PLAN, COORDINATE AND DIRECT PERSONNEL MANAGEMENT SYSTEMS TO ASSURE QUALIFIED STAFF AND PROMOTE EFFECTIVE AND CONSISTENT PERSONNEL POLICIES AND PRACTICES THROUGHOUT THE AGENCY.

OBJECTIVES:

1. By May 1st of each fiscal year through 1986 a complete review of and report on the status of personnel policies and procedures will be submitted.
2. By 12/30/82 establish a position classification and audit function as delegated by the Division of Personnel Administration.
3. By 8/1 and 3/1 of each fiscal year submit a report on performance appraisal focused on compliance and on effectiveness of the system.
4. By 9/30/82 and thereafter select and certify individuals for entry level counselor positions via the Assessment Center process (Phase I).
5. By 9/30/82 policy and process will be in place to implement an employee assistance program at no cost to the agency.
6. Increase the number of qualified protected class job candidates within MRC by 9/30/84. This will be accomplished by working in conjunction with each region to: a) identify appropriate referral sources; b) visit identified referral sources statewide; and c) development of protected class resume/application files in each region.

DEPARTMENT OF INDEPENDENT LIVING REHABILITATION

MISSION: THE MISSION OF THE DEPARTMENT OF INDEPENDENT LIVING IS TO CARRY OUT THE PROVISION OF INDEPENDENT LIVING REHABILITATION FOR SEVERELY HANDICAPPED INDIVIDUALS WHICH WILL IN-

CREASE AND/OR MAINTAIN THEIR ABILITY TO: MAKE DECISIONS REGARDING THEIR OWN LIVES; FULLY PARTICIPATE IN THEIR FAMILY AND COMMUNITY; UNDERSTAND AND SELF-DIRECT THEIR OWN COMMUNITY LIVING NEEDS.

GOAL: TO MANAGE INDEPENDENT LIVING REHABILITATION IN ORDER TO MAXIMIZE THE PROVISION OF INDEPENDENT LIVING SERVICES TO CLIENTS.

OBJECTIVES:

1. To refine working relationships with Central Office units to ensure implementation of independent living program activities by September, 1982.
2. By October, 1982 and each year through 1986 to revise and update the Commission's Independent Living Plan utilizing input from consumer groups, providers and state agency personnel through quarterly meetings with the State Advocacy Committee on Independent Living and the Independent Living Project Directors' meetings.
3. To integrate independent living with initiatives of other agencies to ensure equitability of service delivery and disabilities served by September, 1983.
4. To continue to expand funding base through Title VII funding mechanisms and interagency agreements by October, 1986.

GOAL: TO MANAGE THE PERSONAL CARE ATTENDANT PROGRAM IN AN EFFECTIVE AND EFFICIENT MANNER TO ENSURE THAT THE MAXIMUM NUMBER OF ELIGIBLE CLIENTS ARE SERVED CONTINGENT UPON AVAILABLE RESOURCES.

OBJECTIVES:

1. To identify specific needs of eligible clients for PCA services and to develop a plan based on identified needs annually through September, 1986.
2. To develop and implement a system of budget monitoring for the PCA program to facilitate programmatic and budgetary decisions by September, 1982.
3. To refine interagency coordination and cooperation to ensure program availability for clients requiring PCA services by October, 1984.

GOAL: TO PLAN, COORDINATE AND DIRECT THE COMMISSION'S EFFORTS IN COOPERATION WITH THE STATE AGENCIES RESPONSIBLE FOR HOUSING AND TRANSPORTATION IN ORDER TO SUPPORT AND IMPACT UPON THE GOALS OF INDEPENDENT LIVING REHABILITATION.

OBJECTIVES:

1. To continue to advocate for increases in Section 8 housing certificates for the physically disabled annually through September, 1986.
2. To encourage and support independent living centers and non-profit housing vendors in developing affordable, accessible housing through state and federal programs annually through September, 1986.
3. To increase the availability of special needs transportation for the physically disabled through membership on the Executive Office of Transportation and Construction's Inter-agency Committee and Special Needs Subcommittee annually through September, 1986.

PROGRAM EVALUATION UNIT

MISSION: TO PROVIDE PROGRAM PERFORMANCE INFORMATION, ANALYSES, AND RECOMMENDATIONS TO APPROPRIATE FEDERAL, STATE AND COMMISSION PERSONNEL IN ORDER TO FACILITATE MANAGEMENT DECISION-MAKING REGARDING AGENCY GOALS AND OBJECTIVES.

GOAL: TO PROVIDE ACCURATE AND TIMELY REPORTS OF STUDIES, SURVEYS, DATA ANALYSES, AND CASE REVIEWS TO MANAGEMENT AND OTHERS AS REQUIRED OR REQUESTED.

OBJECTIVES:

1. To submit the report of a statewide case review conducted by the Program Evaluation Unit by 6/15 of each year.
2. To conduct and submit the reports of mini-case reviews annually as agency requests and unit resources allow.
3. To produce and interpret various federal R-300 reports of the previous fiscal year's agency outcomes, as required or requested by management and field staff by 1/31 of each year.
4. To develop and submit a report of those federal Program Evaluation Standards as may eventually be required by RSA (current standards have been revised and requirement to submit any report has been temporarily suspended).
5. To produce the Commission's annual report to the Massachusetts Legislature by the second week of March each year.
6. To report on the evaluation of the effectiveness of Title VII-B funded independent living centers in meeting their program goals quarterly and annually each year.
7. To report on the evaluation of agency cost/benefit data annually and other various yet to be identified agency performance standards within the constraints of available resources as requested.

GOAL: TO PROVIDE TECHNICAL ASSISTANCE FOR EVALUATING PROGRAMS THROUGH CONSULTATION, INSTRUMENT DESIGN AND TRAINING IN PROGRAM EVALUATION INSTRUMENT USE TO ADMINISTRATIVE UNITS, FIELD LOCATIONS, OTHER STATE AND FEDERAL AGENCIES, PROVIDERS, AND OTHER REHABILITATION-ORIENTED ORGANIZATIONS.

OBJECTIVES:

1. To develop and submit to appropriate management staff, recommendations for modification of or new initiatives in: 1) policies and procedures; 2) staff development; and 3) program development; as a result of the annual statewide case review report by 6/15 of each year.
2. To identify and refine the means by which and the methods for enhancing the management capacity of administrators of the agency at varying levels through the analysis of existing performance and production information by 9/30 of each fiscal year.
3. To develop written recommendations concerning methods and/or instruments for:
 - a. measuring short and long range outcomes of clients receiving independent living services;
 - b. a practical client functional assessment instrument for use by independent living centers to guide decision-making vis-a-vis eligibility, goal setting, service planning, progress monitoring, and service outcomes;
 - c. analyzing the cost/benefit of independent living and determining client satisfaction with independent living services by 9/30/83 and 9/30/87, respectively.
4. To provide various forms of technical assistance, including consultation, instrument design, methodology development and training to staff within and outside the agency within the constraints of available resources, as requested.

*** ADMINISTRATION DIVISION ***

MISSION: TO PROVIDE THE COMMISSION'S DIRECT SERVICE OPERATION WITH THOSE SUPPORT SERVICES NECESSARY THAT THEY MAY SERVE CLIENTS IN AN EFFECTIVE AND EFFICIENT MANNER.

GOAL: TO ENSURE EFFECTIVE CONTROL AND PROPER MANAGEMENT OF ALL FUNDS ALLOTTED TO THE MASSACHUSETTS REHABILITATION COMMISSION.

OBJECTIVES:

1. To ensure vendor payments within thirty (30) days of invoice receipt by this agency over the course of the year.

2. To provide an accurate accounting of all funds received and expended through adherence to necessary accounting principles and controls over the course of the year.
3. To provide an accurate and meaningful accounting of expenditures by location on a monthly basis through EDP reports.
4. To use system generated information, when applicable, as the basis of report generation while continuing our efforts for an automated BCR in FY'83 over the course of the year.
5. To reconcile internal systems of financial accounting (MRC EDP System) to external systems of financial accounting (federal and state reports) to ensure compatibility of reported information on an ongoing basis over the course of the year.

SYSTEM SUPPORT SERVICES (EDP & WORD PROCESSING)

MISSION: TO SUPPORT THE COMMISSION'S PRESENT AND FUTURE NEED FOR EFFICIENT INFORMATION PROCESSING.

OBJECTIVES:

1. To refine our Client Tracking System to meet our reporting needs and assist us in our decision-making process during FY'83.
2. To refine our financial accounting system to meet the growing needs of its users through the institution of EDP training during FY'83.
3. To update and modify existing EDP reports and programs in order to streamline our operation within the state's central computer operation.
4. To study the current utilization of the Word Processing Unit to determine future scope, support capabilities, and goals of the Unit during the course of the fiscal year.

STATISTICAL DEPARTMENT

GOAL: TO PROVIDE MEANINGFUL DATA AND ANALYSIS OF COMMISSION-GENERATED INFORMATION TO ASSIST IN THE PLANNING MANAGEMENT OF THE MASSACHUSETTS REHABILITATION COMMISSION.

OBJECTIVES:

1. To redefine the role and function of the Statistical Department due to the implementation of an automated client tracking system.

2. To assure the orderly transition of job duties and functions from a manual-based system to an automated system during FY'83.
3. To provide a monthly report of statistical activity within the Commission based on EDP client tracking reports during FY'83.
4. To incorporate the activities of Statistical Department personnel into that of general administration division due to the elimination of certain activities and functions under a manual system.

GENERAL ADMINISTRATIVE SERVICES (ACTIONS)

OBJECTIVES:

1. To advise, assist, and coordinate all property and lease issues over the course of the year.
2. To maintain an efficient supply and mail distribution system within the Commission over the course of the year.
3. To maintain a quality Copy Center operation over the course of the year.
4. To maintain an up-to-date inventory system and a procedure to keep the inventory from becoming outdated.

*** DIVISION OF DISABILITY DETERMINATION SERVICES ***

MISSION: TO ENSURE THE FAIR AND TIMELY ADJUDICATION OF CLAIMS FOR RESIDENTS OF MASSACHUSETTS UNDER TITLE II AND XVI OF THE SOCIAL SECURITY ACT.

- GOALS:
1. TO MAKE TIMELY AND ACCURATE CLAIMS DECISIONS IN ACCORDANCE WITH APPLICABLE LEGAL STANDARDS AND ADMINISTRATIVE PROCEDURES.
 2. TO PROVIDE ONGOING TRAINING AND CAREER DEVELOPMENT PROGRAMS FOR ALL STAFF; TO ACHIEVE AFFIRMATIVE ACTION GOALS WITH EMPHASIS ON POSITIONS AT THE GRADE 12 LEVEL AND ABOVE.
 3. TO IMPROVE CASE CONTROL AND MANAGEMENT INFORMATION CAPABILITIES THROUGH THE COMPLETION OF A DETAIL DESIGN FOR THE ACQUISITION AND INSTALLATION OF COMPUTERS FOR INTEGRATION INTO SUCH AGENCY OPERATIONS AS A CASE CONTROL SYSTEM, MIS SYSTEM AND THE COMPUTERIZATION OF THE FISCAL DEPARTMENT, UNDER APPROVAL OF THE SOCIAL SECURITY ADMINISTRATION.

4. TO ADVOCATE FOR FUNDING TO IMPLEMENT THE OPENING OF A WORCESTER OFFICE AND OTHER PROPOSALS FOR DECENTRALIZATION WHICH ADDRESS THE PROGRAMMATIC AND ORGANIZATIONAL NEEDS OF DDS THROUGH THE STUDY AND PLANNING OF THE DETAILS FOR THE PROPOSAL, AND THE SUBMISSION OF THE PROPOSAL TO THE COMMISSION AND THE SOCIAL SECURITY ADMINISTRATION.
5. TO IMPLEMENT THE SOCIAL SECURITY DISABILITY AMENDMENTS OF 1980 THROUGH PERIODIC REVIEWS OF CLAIMS ALLOWED BY THE SOCIAL SECURITY DISABILITIES PROGRAM.

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The Commission has area offices in these Massachusetts Communities:

BROCKTON AREA
55 City Hall Plaza
Brockton, 02401
1-583-1530

BROOKLINE AREA
320 Washington St.
Brookline, 02146
727-7163

CAMBRIDGE AREA
2464 Mass. Ave.
Cambridge, 02138
492-0360

CONCORD AREA
336 Baker St.
Concord, 01742
1-369-1963

FALL RIVER AREA
151 Rock St.
Fall River, 02720
1-678-9041

FITCHBURG AREA
76 Summer St.
Fitchburg, 01420
1-345-1713

HARBOR AREA
59 Temple Place
Boston, 02111
357-8137

GREENFIELD AREA
324 Main St.
Greenfield, 01301
413-774-2326

HOLYOKE AREA
560 Dwight St.
Holyoke, 01040
413-536-8200

HYANNIS AREA
147 Falmouth Rd.
Hyannis, 02601
1-775-6131

LAWRENCE AREA
499 Essex St.
Lawrence, 01840
1-685-1731

LOWELL AREA
24 Merrimack St.
Lowell, 01852
1-457-7544

LYNN AREA
139 Broad St.
Lynn, 01901
539-6604

MALDEN AREA
157 Pleasant St.
Malden, 02148
324-7160

MATTAPAN AREA
80 Boylston St.
Boston, 02116
424-1871

MILFORD AREA
3 Fayette St.
Milford, 01757
1-478-0700

NATICK AREA
83 Speen St.
Natick, 01760
1-655-7500

NEW BEDFORD AREA
848 Pleasant St.
New Bedford, 02740
1-993-6255

NORTH ADAMS
AREA
85 Main St.
North Adams, 01247
413-663-5391

NORWOOD AREA
886F Washington St.
Norwood, 02062
769-5950

PITTSFIELD AREA
6 Clinton Ave.
Pittsfield, 01201
413-499-2720

PLYMOUTH AREA
Human Service Ctr.
Lakeville, 02346
1-947-1231 ext. 519

QUINCY AREA
1431 Hancock St.
Quincy, 02169
471-1600

ROXBURY AREA
55 Dimock St.
Roxbury, 02119
442-5510

SOUTHBRIDGE AREA
922 West Main St.
Southbridge, 01550
1-765-5968

SPRINGFIELD AREA
16 Fort St.
Springfield, 01103
413-736-7296

TAUNTON AREA
30 Taunton Green
Taunton, 02780
1-823-8141

TUFTS AREA
256-258 Harrison Ave.
Boston, 02111
482-1780

WORCESTER CITY
75 B Grove St.
Worcester, 01609
1-754-1757

WORCESTER
SUBURBAN
110 Lancaster St.
Worcester, 01609
1-791-6301

Specialized units

Corrections
296 Boylston St.
426-8555

Severe Physical
Disabilities
80 Boylston St.
426-7250

Boston, 02116



MASS-
HS100.2:
L853/
986-90







The Commonwealth of Massachusetts
Executive Office of Human Services
Massachusetts Rehabilitation Commission

ELMER C. BARTELS
COMMISSIONER

Statler Office Building
20 Park Plaza
Boston, 02116

MASSACHUSETTS REHABILITATION COMMISSION

LONG RANGE PLAN

FISCAL YEAR

1986

to

1990

GOVERNMENT DOCUMENT
COLLECTION
FEB 14 1986
University of Massachusetts
Depository Copy

Received of the Treasurer of the
Board of Education
the sum of \$100.00
for the year 1900



Witness my hand and seal
this 1st day of January 1900

Attest
Secretary

By the Treasurer
[Signature]
Treasurer

FOREWORD

The Massachusetts Rehabilitation Commission Long Range Plan, Federal Fiscal Year 1986 to 1990 is a document designed to familiarize the reader with the outstanding program directions of the agency over the next five year period. The Plan consists of a series of mission statements, goals, and objectives (where applicable) to explain the leading concerns that are to be addressed by both upper management and the senior staff.

The Commission's functional divisions and departments will respond with their annual objectives and action steps to the goals put forth in this document. Agency staff will review both the Long and Short Range Plans annually, and may revise the contents where necessary, in order to accomplish the best regional area and central office planning possible.

The Long Range Plan is divided into several sections to give the reader a complete perspective of agency operations. The "Principles of Operating the Commission" section defines both the client service and administrative principles as stated by the Commissioner. A short narrative on the structure and client eligibility criteria is presented under "The Commission."

The outstanding programmatic achievements together with appropriate facts and figures is presented in the section entitled "FY'84 Highlights of the Massachusetts Rehabilitation Commission." In addition, client service statistics reflecting various fiscal years are compared. Moreover, fiscal considerations related to the upcoming FY'86 are discussed under "State Budget Priorities of FY'86" along with any commentaries in accordance with state-funded programs and cost-saving measures for the upcoming year. An external assumptions section highlights fiscal concerns that could have an impact upon how the agency functions over the long range.

An introductory background to the agency is completed with the section "Overview of the Commission," in which both a description of the organization and its structure are discussed. The Organizational Chart for Federal FY'85 is presented to give a graphic display of how particular elements of the Commission relate to each other.

Discussion of the long range text begins with a presentation of the "Agency Mission Statement" and "Agency Goal Statements" section. Office-related missions, goals and objectives are presented for the different sectors of upper management and senior staff to give a full account of the anticipated operations for each of the respective offices over the long range time frame.

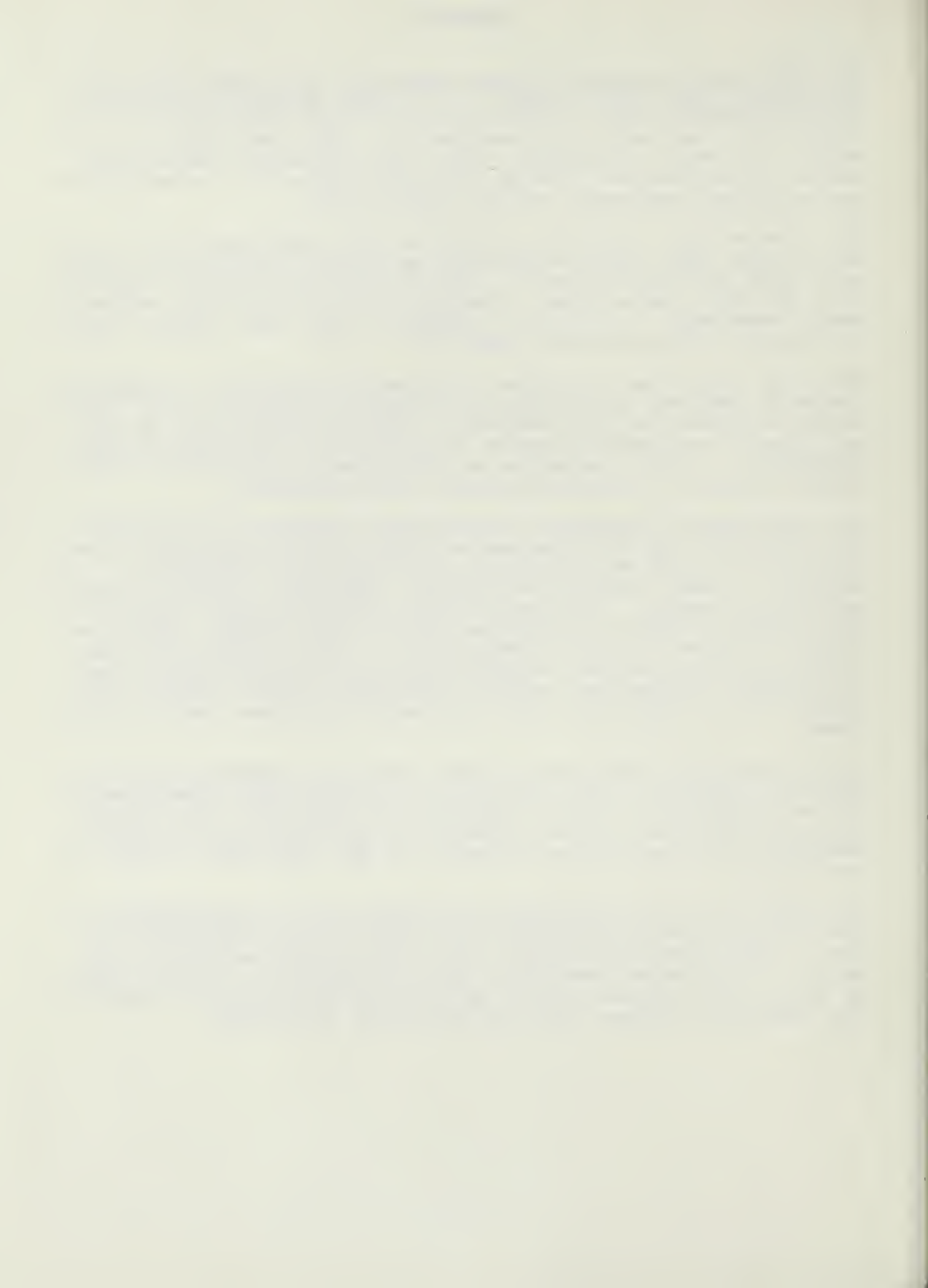


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The Commonwealth of Massachusetts
Executive Office of Human Services
Massachusetts Rehabilitation Commission

ELMER C. BARTELS
COMMISSIONER

Statler Office Building
20 Park Plaza
Boston, 02116

PRINCIPLES OF OPERATING THE COMMISSION

Client Service Principles

The agency is dedicated to providing quality services for individuals with disabilities in the Commonwealth.

Independent people with disabilities and qualified persons with handicaps for the work force of the Commonwealth are products of the program.

Rehabilitation is a complex process which must involve not only persons with disabilities and agency staff but also the family, employers, other professionals and society in general.

Quality, accuracy and sensitivity are the responsibility of agency staff in the disability determination process.

Well planned and managed agency program is the best way to assure quality services for clients.

The agency will conduct its affairs in a manner that will build and maintain a reputation for integrity and good citizenship.

The agency must provide opportunities for staff, consumers and providers of services to have input into the program.

Administrative Principles

The agency operates in such a fashion as to recognize its responsibilities to taxpayers of the Commonwealth.

Innovation and productive change are encouraged as necessary to improve the agency's operation.

Increasing productive use of all resources available to the agency is essential along with the proper use of funds for appropriate services.

Staff are judged on their performance against clearly defined goals and criteria. Management has the responsibility to communicate these standards to employees and to offer opportunities for advancement.

Hiring and promoting qualified capable people without regard to race, sex, creed, age or disabling condition and in accordance with civil service requirements and labor-management contracts is an agency commitment.

Management and staff at all organizational levels are responsible for operating in accordance with the agency plan, regulations, principles and policies.

Elmer C. Bartels
Commissioner of Rehabilitation

THE COMMISSION

The Massachusetts Rehabilitation Commission is a single state agency within the Executive Office of Human Services and is charged by law with the administration of the Federal/State vocational rehabilitation program serving individuals with disabilities except the blind, including the Independent Living Rehabilitation Program, the Extended Sheltered Workshop Program, the Turning 22 Eligibility Program (Chapter 688), the Personal Care Assistance Program, and services to the head injured, as well as administering the Disability Determination Services (DDS) Division. The Commission's legislative mandate is to provide vocational rehabilitation services according to the Rehabilitation Act of 1973, as amended, and Chapter 6, Sections 74-84 of the General Laws of Massachusetts. The Massachusetts Commission for the Blind serves clients who are legally blind.

The Commission is divided into 4 divisions: the Disability Determination Services (DDS), the Massachusetts Office of Deafness, the Vocational Rehabilitation Services Division, and the Independent Living Rehabilitation Services Division.

In order to be eligible for independent living services, a person with a severe disability must have such a disabling condition that he or she presently cannot benefit from vocational rehabilitation services, and the independent living services provided must sustain or improve ability for the person to live in the community and/or to maintain employment.

In order to be eligible for vocational rehabilitation services, an individual must have a functional limitation resulting from physical or mental disability(s) which are a substantial handicap to employment, and he/she may reasonably be expected to benefit from vocational rehabilitation services in terms of employability. Referrals are made to MRC from public schools, hospitals, clinics, physicians, the Departments of Public Welfare, Public Health, Mental Health, the Industrial Accident Rehabilitation Board, the Social Security Administration, and other public or private agencies and organizations. Clients are also often self-referred or referred by families and friends.

The Disability Determination Services Division conducts disability determination reviews on behalf of the Social Security Administration. Reviews are conducted for initial case applications, reconsideration cases and Continuing Disability Review (CDR) cases in accordance with the regulations and program policies of the Social Security Administration. An individual makes application at the Social Security District Office. The application is then forwarded to the DDS. A DDS examiner/physician team fully develops all medical allegations through communication with an individual's treating sources. If sufficient information to render a decision is not available, a consultative examination may be ordered. Once all medical data is made available, a full assessment of the individual's medical impairment(s) and func-

tional ability to engage in competitive work related activity is made in the form of a recommendation to the Social Security Administration. The individual is formally notified of the decision by the Social Security Administration.

The Massachusetts Office of Deafness (MOD) is an independent state agency established by the Legislature and located within the MRC. Since it opened in July 1977, the Office has provided information, referral, service coordination, advocacy, outreach and consultation services to hearing impaired citizens, their families and service providers. It is mandated to develop new services when necessary, provides consultation to other public and private agencies, and advocates for deaf populations. Its three key programs: Information and Referral Services, Interpreter Referral Service, and Independent Living Services assist the Office in the fulfillment of its mission. The Office reports through the Commissioner of the Massachusetts Rehabilitation Commission in matters dealing with the Executive Office of Human Services.

FY'84 HIGHLIGHTS WITHIN THE
MASSACHUSETTS REHABILITATION COMMISSION

(As reported in and adapted from The Massachusetts Rehabilitation Commission Annual Report 1984)

This year, there were over 18,000 persons referred for VR services and 32,510 were served. For the ninth successive year, the proportion of clients with severe disabilities served, at 87%, also rose. The number of persons rehabilitated, 4,826, increased by over 200 clients from the previous year. The proportion of rehabilitants with severe disabilities, at 84%, also reflects an increase over the previous year.

Of the 4,826 persons rehabilitated this year, about 3,700 were placed in competitive jobs and about 530 were placed in sheltered employment. The total of new wages produced by these workers in their first full year of employment was more than \$31,000,000. Projecting one year's improved earnings over the anticipated working life of the average rehabilitants (30 years) and discounting these earnings for inflation and worker attrition out of the labor force for various reasons (e.g., retirement, illness, lay-off, death, etc.) produces a net benefit to society of at least \$254,000,000 in new wages generated by FY'84 rehabilitants.

Weighing the value of these benefits against the value of the resources consumed to produce them (i.e., just under \$21,000,000 was spent for all administrative, personnel and client services purchased for all persons closed rehabilitated and not rehabilitated) one finds a ratio of \$12.35 in benefits to every \$1.00 in costs.

Federal and state revenue dollars increased to \$26.82 million dollars from \$24.72 million dollars in FY'83, an increase of 8.5%.

PROGRAM HIGHLIGHTS

Marketing

Through its marketing efforts, Commission staff at all levels increased outreach efforts to employers to make known the availability of a trained, qualified and work ready labor pool; to serve as resources to injured, ill or troubled employees; and to obtain needed feedback on current labor needs and demands in FY'84. Among the accomplishments in this area are the following:

- ° A statewide marketing program was implemented in FY'84 to increase the agency's visibility with employers in the Commonwealth. Managers developed marketing strategies to enhance counselors' placement activities resulting in 23 employer seminars attended by 690 employers and 16 area offices join-

ing community services organizations, such as the Chamber of Commerce. Many employers who have provided employment opportunities were publicly recognized including: Honeywell, Wang, Raytheon, the U.S. Postal Service, the Internal Revenue Service, Bank of Boston and Precise Industries.

- ° Massachusetts Projects With Industry, Inc. increased its linkage program between MRC and the electronics/high tech industries. MRC has contracted with the Mass. PWI to identify and develop vocational education and on-the-job training opportunities for MRC clients.
- ° The Supported Work Program was funded with a state appropriation of \$1,136,192 in FY'84 and grant awards were made to 20 facilities throughout the state in order to implement the program. Of persons who complete the program 95.5% enter competitive employment. Two-thirds of client referrals to the Supported Work Program are from the agency.
- ° A Homebased Employment Task Force was created to explore the need for an agency policy regarding home based employment.
- ° MRC maintained its representation on all 15 Private Industry Councils (PIC's) and continued a strong working relationship with the Bay State Skills Corporation.

Independent Living

FY'84 marked the tenth anniversary of the independent living movement in Massachusetts. The first program, the Boston Center for Independent Living, was established in 1974 and served six persons who were attending Boston University. Since then ILR has grown in the numbers of programs, now eight; numbers of persons served, now over 2,000 in FY'84; in funding, \$900,000 contracted out through MRC; and 570 severely disabled persons completed their services and either moved to or were enabled to maintain themselves in community settings of various types.

In 1984 the program for ILR underwent major changes in management, evaluation, and policy direction. Three centers reorganized their administrative staff during the year (Stavros, Center for Living and Working, Deaf, Inc.). One center (Berkshire) was not continued. In its place, Ad Lib, new consortium of advocacy groups in the most westerly section of the state, was formed. management changes were made to strengthen the relationships of the centers with local advocacy groups.

A new evaluation system was developed in consultation with a non-profit resource center for management. This system, proposed in 1984, will be operational in FY'85. The system will enable the centers to retrieve basic client and cost data required by the federal regulations for ILR. The system will also be used for internal research and evaluation of the program.

A new position, Deputy Commissioner for Independent Living Rehabilitation was created, and a person was hired for this position in FY'85. The future direction of the program will hinge, to some degree, on the extent of federal funding. More cost effective services will be delivered by using computer based retrieval of costs and clients served on a monthly basis.

A greater attempt to serve deaf clients in existing ILR centers will be made. This service is in addition to the services provided by the Massachusetts Office of Deafness.

Referrals increased slightly over FY'83, thus reversing a recent trend toward less clients referred and served. The strengthened management of the program will lead to greater numbers of clients served by more closely monitoring client progress by means of the client tracking system.

Independent Living Rehabilitation Statistics
FY'81 - FY'85

	<u>FY'81</u>	<u>FY'82</u>	<u>FY'83</u>	<u>FY'84</u>	<u>FY'85</u>
Title VII	\$450,000	\$600,000	\$600,000	\$600,000	\$600,000
State					
Participation	<u>0</u>	<u>0</u>	<u>200,000</u>	<u>300,000</u>	<u>377,000</u>
TOTAL	\$450,000	\$600,000	\$800,000	\$900,000	\$977,000
Program Service					
Completions*	334	461	578	570	---

*Relates to persons both maintained and moved to an independent living setting.

Extended Sheltered Employment Program (ESEP)

This program, one of approximately six in the nation, provides sheltered workshop employment to clients who cannot obtain jobs in the competitive labor market, but who can produce 25% of the competitive norm. This program allows many mentally retarded and mentally ill clients to remain in the community rather than be institutionalized.

During FY'84 the program contracted with 40 private non-profit work facilities that were approved for the ESEP. The agency microcomputer was used to monitor ESEP for a third year.

The ESEP made a successful transition in FY'84 from a manual to an electronic data processing system of monitoring monthly expenditures. This has resulted in a more efficient bookkeeping system and faster payments to workshops for services rendered.

Providers were encouraged to expand the use of "off-site work locations" (workstations in industry) as job settings for clients in actual business, manufacturing or industrial settings, in contrast to the segregated kinds of jobs provided in the traditional sheltered workshop. More than one-third or 14 of the ESEP workshops had some "in-industry" work sites for their clients. About 27% of the ESEP workers filled jobs in their business-based work sites performing a variety of jobs such as grounds-keeping, quality control, office services, prime manufacturing, food service, housekeeping, packaging and shelf stocking.

Extended Sheltered Employment Program Clients
Served and Budget FY'81 - FY'84

	<u>FY'81</u>	<u>FY'82</u>	<u>FY'83</u>	<u>FY'84</u>
Clients Served	1,371	1,316	1,420	1,835
Budget	\$2.018M	\$2.227M	\$2.848M	\$3.56M

Personal Care Assistance (PCA)

During FY'84, the program served 99 clients at an average cost per client of \$9,096. Sixteen new clients were accepted by the program during FY'84, and seven clients were terminated this year because they moved out of state or because their disabilities worsened (transferred to Medicaid PCA). There were a total of 85 active clients at the end of the state fiscal year.

State funds totalling \$713,280 were spent on the program; 95% of that amount was spent on direct PCA services to clients.

A maximum of 90 clients can be served during FY'85. With the usual attrition of five to seven clients per year a total of 95 or more will be able to receive services, most if not all, through the year. Outreach efforts will continue as well as close coordination with other agencies such as Medicaid to ensure an orderly transfer for clients who, once they become employed, leave the Medicaid system and begin to receive services from the MRC PCA Program.

Personal Care Assistance Program Statistics FY'80 - FY'84

	<u>FY'80</u>	<u>FY'81</u>	<u>FY'82</u>	<u>FY'83</u>	<u>FY'84</u>
State Expenditures	\$202,957	\$314,122	\$513,809	\$604,010	\$713,280
Clients Served	44	66	75	86	99

Massachusetts Office of Deafness (MOD)

During FY'84 the Massachusetts Office of Deafness (MOD) recorded significant increases in both the number of information and referral requests and interpreter service requests that it handled compared to the prior year or past years. For the last five years, the program has grown as follows:

Massachusetts Office of Deafness Requests for Services

	<u>FY'80</u>	<u>FY'81</u>	<u>FY'82</u>	<u>FY'83</u>	<u>FY'84</u>
Information & Referral Requests	4,248	4,058	4,580	5,633	6,749
Interpreter Service Requests	<u>970</u>	<u>1,550</u>	<u>1,912</u>	<u>2,299</u>	<u>2,954</u>
TOTALS	<u>5,218</u>	<u>5,608</u>	<u>6,492</u>	<u>7,932</u>	<u>9,703</u>

FY'84 also led to programmatic achievements that helped improve services to the Massachusetts deaf community. These include:

- ° An appropriation by the state Legislature for Independent Living Services (ILS) necessitated planning for these services in FY'84. A Request for Proposals was sent to numerous agencies; proposals were reviewed by a committee; a contract was awarded to DEAF, Inc. to provide IL services to deaf and severely hearing impaired individuals.
- ° A consultant was hired through the MOD contract with DEAF, Inc. to evaluate the ILS program for FY'84 and to develop a plan for statewide independent living services for deaf and hearing impaired people.
- ° An expert in deafness from New York University was also hired as a consultant to determine what the Boston Center for Independent Living and the Center for Living and Working in Worcester would need to provide independent living services to deaf and hearing impaired persons.

Much of MOD's staff time and efforts have been directed toward educating the hearing and hearing impaired communities about deafness-related issues. Some of those efforts included talks at schools on handicaps, a "legislative teach-in," as well as the creation of awareness groups and forums.

In addition, the director participated in a series of meetings established by the Executive Office of Human services to address issues of disabled persons "Turning 22," for whom Chapter 766 (Special Education Law) will no longer apply.

In association with the State Office of Handicapped Affairs, Massachusetts Commission for the Blind and MRC, MOD worked with the Deaf-Blind Contact Center, Inc. to develop programs and services to deaf-blind individuals. MOD has provided and paid for interpreters in non-VR related situations.

Disability Determination Services (DDS)

Major changes in the organizational mission of the DDS began in FY'83. Through a variety of state legislative forums, special task forces, and other such workgroups, the Division gained a full appreciation for the concerns of its' constituents. The national disability program has had significant problems. Hundreds of disabled individuals were being terminated from the rolls. Massachusetts needed to take action to protect the rights of its citizens with disabilities.

In addition to federal policy concerns, DDS recognized the need for improvements in internal operations. the organization needed to become more responsive to its' members and the disabled citizens DDS was mandated to serve. This required a thorough study of all agency policies, procedures and practices. It also required a study of the organization's design to assure that the appropriate staff were functioning in the appropriate positions.

During 1983, DDS was successful in resolving the complex Continuing Disability Review (CDR) problem. The DDS implemented medical improvement procedures consistent with First Circuit Court of Appeals case law (Miranda, 1975). This resulted in a decrease in the cessation rate from approximately 65% prior to the implementation of the new standards to 12.1% for the remainder of the fiscal year. Additionally, the program became more sensitive to the needs of the disabled with an increase in allowance rate from 29.2% in 1982 to 33.2% in 1984. This increased allowance rate was based on more comprehensive case development practices and an increased reliance on treating physician information.

The number of advocacy representation inquiries on CDR cases reached nearly zero levels. During FY'84, the CDR question was no longer a Massachusetts issue. It was a national issue in which the Commonwealth, with all its constituents, were the resident experts. Congress was searching for a model and Massachusetts had the only proven product in the nation.

The result was the passage of positive disability legislation by Congress in October (Public Law 98-460). Finally, the nation had a medical improvement standard. This system should serve as a model from which all can learn and benefit in the future.

During 1984, a total of 58,718 Title II and Title XVI claims were processed by eighteen (18) case processing units within four geographically based regions. The major accomplishments in case processing were as follows:

- ° Of the 2,940 CDR cases adjudicated, 2,861 (97.3%) were recommended for continuation of benefits.
- ° A treating physician protocol system mandating follow-up to all treating sources was implemented with an agency compliance rate for CDR, reconsideration and initial cases of 85.1%, 87.3% and 81% respectively.
- ° Implementation of a full-time community relations specialist position.
- ° Increase in initial case allowance based on intensive case development procedures as follows:

1982 -	29.2%
1983 -	33.2%
1984 -	36.7%
- ° Continued decrease on the reliance of consultative examinations with an increase on the reliance of medical evidence from treating physicians.

The aforementioned factors clearly indicate a more responsive system that better meets the needs of this Commonwealth's disabled population.

In addition to the improvements in case processing, we have made significant organizational changes to fully meet the information needs and other support service requirements of the division as follows:

- ° Purchase of state of the art Wang word processing equipment.
- ° Approval to fully automate case processing management system with Wang hardware and Levy Associates software.
- ° Provision of case development and communications skills training for all staff.
- ° Special quality assurance studies to identify and resolve program deficiencies.
- ° Improved payment services for vendors.
- ° Full automation of division's personnel function.

The aforementioned initiatives have served to improve and enhance the delivery of comprehensive services in terms of efficiency and cost effectiveness.

The agenda for DDS is to continue its improvement initiatives through program expansion and internal managerial initiatives.

Disability Determination Services
Funding and Claims Processed FY'80 - FY'84

	<u>FY'80</u>	<u>FY'81</u>	<u>FY'82</u>	<u>FY'83</u>	<u>FY'84</u>
Funding (in millions)	\$7.80	\$12.80	\$15.63	\$16.64	\$16.63
Claims Processed	56,000	58,989	64,525	65,984	58,718

Consumerism

The Commission remains actively committed to the full involvement of its clients and consumers in agency planning, policy formulation, program development, personnel selection, staff training and issues involving the quality of life of persons with disabilities in the community. Since client involvement in every phase of their rehabilitation process is indispensable to success, every client participates with his or her counselor in developing, and as needed, altering their individual written rehabilitation plan. Some selected examples of this commitment in FY'84 were:

- ° The Commission maintains five active consumer involvement councils across the state. Over half of the Commission's Statewide Advisory Council members are disabled persons.
- ° At the second annual conference for Regional Advisory Councils, information panels and training workshops were presented in areas such as discrimination in employment, productivity within the Commission, consumer network implementation, advocacy, lobbying, the organization of local municipal offices for handicapped affairs and progress being made on Social Security disability issues.
- ° The Commissioner's Task Force on Social Security Disability programs continued to meet and recommend changes in the disability Determination Service (DDS) and the federal Social Security Administration (SSA). Included in the work of this task force was the publication of important consumer information pamphlets on how to gain necessary assistance in understanding and appealing Social Security decisions which effected their benefits. The supervisor of the Consumer Involvement Program was also involved in organizing training sessions for DDS examiners in understanding the vocational rehabilitation process as well as organizing training sessions for MRC counselors in understanding the DDS process.

- ° In response to consumer identified problems in the Commission's eligibility procedures, the agency instituted the "case conduit system" which identified counselors and administrative staff in each Commission location to be responsible for the correct implementation of certain priority programs and the appropriate eligibility requirements for certain disability groups.

Information Center for Individuals with Disabilities

The Information Center for Individuals with Disabilities is a non-profit agency serving disabled persons, their service providers, families, and friends. Its services have been supported in a large part by the Commission since 19797.

The Information Center provided information and referral and problem-solving assistance to approximately 9,000 persons during the past fiscal year.

Virtually all aspects of the life of a person with disabilities, from accessibility to education, and employment to recreation, are covered by the Center's extensive hard copy and computerized information files.

The ICID monthly newsletter, Together -- News for the Rehabilitation Community, is currently received by approximately 9,000 subscribers. The majority of readers are Massachusetts residents, but all 50 states, 5 U.S. territories, and 7 foreign countries are represented on the mailing list. Together focuses on new and proposed legislation; information on meetings and conferences, resource materials, support groups and recreation; and technological advances and developments in adaptive equipment.

Office of the Ombudsmen, Administrative Review & Fair Hearings

- ° The Office of Ombudsmen processed 650 new cases during the year. Issues and problems requiring remediation and other inquiries involved 3,468 follow-up actions.
- ° There were 102 requests for Administrative Reviews (first level appeals) processed from applicants and clients. Action was completed on 79 requests. Thirty-five decisions supported the Commission action and 23 decisions were in favor of the applicant or client. Seventeen applicants and clients withdrew their appeal requests and four defaulted. Final action on 23 requests was carried over to FY'85.
- ° FY'84 began with seven Fair Hearings in various stages of completion and an additional 14 request were received during the year. One fair hearing carried over from FY'83 had been remanded to the Commission by the courts for negotiation.

Of the twenty remaining cases, two were closed at the client's request and one is scheduled to be heard in FY'85. The remaining 17 have been resolved, five in favor of the client

and 10 in favor of the Commission. One of these ten was by default. One issue was remanded to the area office for resolution when the hearing presented new facts of which the counselor had not been aware.

Contract and Service Rates Unit

The establishment and the implementation of the rate setting process in cooperation with the Rate Setting Commission and the Department of Mental Health (DMH) continued as a top priority in FY'84. Rates for 24 workshop facilities were processed during the year. Three training sessions in the rate procedures were held, two for staff from facilities and one for DMH contract officers.

Facilities

Program emphasis was on provision of services in the community and with private employers. A task force composed of MRC staff and Massachusetts Association for Rehabilitation Facilities staff was formed to encourage more involvement of Extended Sheltered Employment Program (ESEP) clients.

Individual facilities developed new programs to meet the needs of MRC clients including the Job Club of the Vocational Adjustment Center, Inc., and the Deaf Services Program of Incentive Community Enterprises.

A new facility, South Shore Industries, was added to those approved to provide evaluation and training and Extended Sheltered Employment services.

Adaptive Housing and Adaptive Equipment Program

- ° Services of the Adaptive Housing Program involve permanent architectural changes to homes to allow clients with severe disabilities a means of entering, exiting and occupying their homes. The program served 53 clients from a budget of approximately \$200,000 which averaged \$3,585 per client. Those referred had impairments of multiple sclerosis, paraplegia, quadraplegia, arthritis, amputation, and other. The vocational objective for many was homemaker.
- ° The Adaptive Equipment Program involves vehicle modifications and other equipment services. Twenty seven vans were modified in FY'84 at a cost of \$260,000 averaging \$9,629 per vehicle. Van modifications range in cost from \$11,000 to \$15,000 for client driven vehicles while costs for vehicles for passenger-clients range between \$4,000 to \$6,000.

OVERVIEW OF THE COMMISSION

ORGANIZATIONAL DESCRIPTION AND TABLE OF ORGANIZATION

The Commission is comprised of a Commissioner, a 14 member Advisory Board, a Deputy Commissioner of the Vocational Rehabilitation Division; Assistant Commissioner for Independent Living Rehabilitation; and, a Deputy of the Massachusetts Disability Determination Services. The Massachusetts Office of Deafness is a separate agency located within the Massachusetts Rehabilitation Commission which was established by the State Legislature in 1974. It is the state agency which provides information, referral, service coordination, advocacy, outreach, and consultation services to deaf and hearing impaired citizens of the Commonwealth and their service providers.

The Commissioner's immediate staff includes Legal Counsel, a Public Relations Officer and an Assistant to the Commissioner responsible for the Ombudsmen, Fair Hearing Officer and the Department of Education and Financial Aid Officers programming. Legal Counsel provides legal advice and representation for the agency and its staff and assures that the agency operations, programs, and policies meet applicable legal standards. The Public Information Officer develops public relations materials and performs as an interface to the Legislature, the press, consumer groups and other state agencies.

The Ombudsmen handle inquiries from clients, friends, legislators, or public officials or agencies regarding such areas of concern as agency decisions, or delays in the provision of services. The Ombudsmen become involved before clients resort to the more formal process of appeal such as administrative reviews and fair hearings.

The Administrative Review Officers in the Policy and Procedures Unit conduct a proceeding in which clients can obtain an initial determination of the appropriateness of the Commission's action or inaction in their particular cases. If clients are dissatisfied with the results of these proceedings, they may request a fair hearing. The Fair Hearing Officer hears the testimony of clients, their advocates, legal counsel, counselors and supervisors and, then, makes recommendations to the Commissioner. The final decision of the hearing is made by the Commissioner. Following this, clients have the right to request that the Secretary of the United States Department of Education review these decisions. The Client Assistance Project is available within the Office of Handicapped Affairs to further assist client rights requests.

The provision of services to clients is organized directly under the Deputy Commissioner of the Vocational Rehabilitation Division and administered by five regional directors, each of whom is responsible for between four to six area offices. In FY'85 the Commission had 30 area offices.

Each area office director is supported by between one to three unit supervisors who exercise administrative and clinical supervision for four to six counselors. In FY'85 the Commission was staffed by 231 professional rehabilitation counselors.

The Human Resources Department is comprised of the Staff Development Unit, the Personnel Unit, the Library, the Affirmative Action Director, the Labor Relations Advisory, the Program Evaluation Unit, and the New England Psychiatric Rehabilitation Training Program.

- ° The Staff Development Unit plans, coordinates, directs and/or conducts in-service and out-service training programs to achieve the professional growth of staff at all levels.
- ° The Personnel Unit plans, coordinates and directs personnel management systems to assure qualified staff and promotes effective and consistent personnel policies and practices throughout the agency.
- ° The Library provides information on the disabled via texts, print and microfiche technical reports, rehabilitation journals, newsletters and films to staff, consumer groups, federal and state agencies, business and research companies, hospitals, public schools and colleges.
- ° The Program Evaluation Unit provides program performance information, analyses and recommendations to federal, state and agency management personnel in order to facilitate monitoring and decision-making and federal compliance to vocational laws and regulations.
- ° The Client Service Programs Department is comprised of four units: the Direct Services Unit; the Policies and Procedures Unit; and the Planning and Program Development Unit; the Contracts and Service Rates Unit: The Facilities and ESEP Unit.
- ° The Direct Services Unit centrally administers the adaptive housing and van modification services programs. This unit is also responsible for the Industrial Accident Program, the Screening Unit and the Pre-Referral Contact Unit. The Screening Unit screens applications for SSI and SSDI benefits for rehabilitation potential and the Pre-Referral Contact Unit refers applicants who have rehabilitation potential to area offices for evaluation.
- ° The Policy and Procedure unit is responsible for the conduct of all administrative reviews requested by applicants or clients who are dissatisfied with any decision of the Commission relating to the provision of vocational rehabilitation services and the development and maintenance of the Client Service Manual of policies, procedures, and related forms which direct and guide Commission staff in the delivery of rehabilitation services.

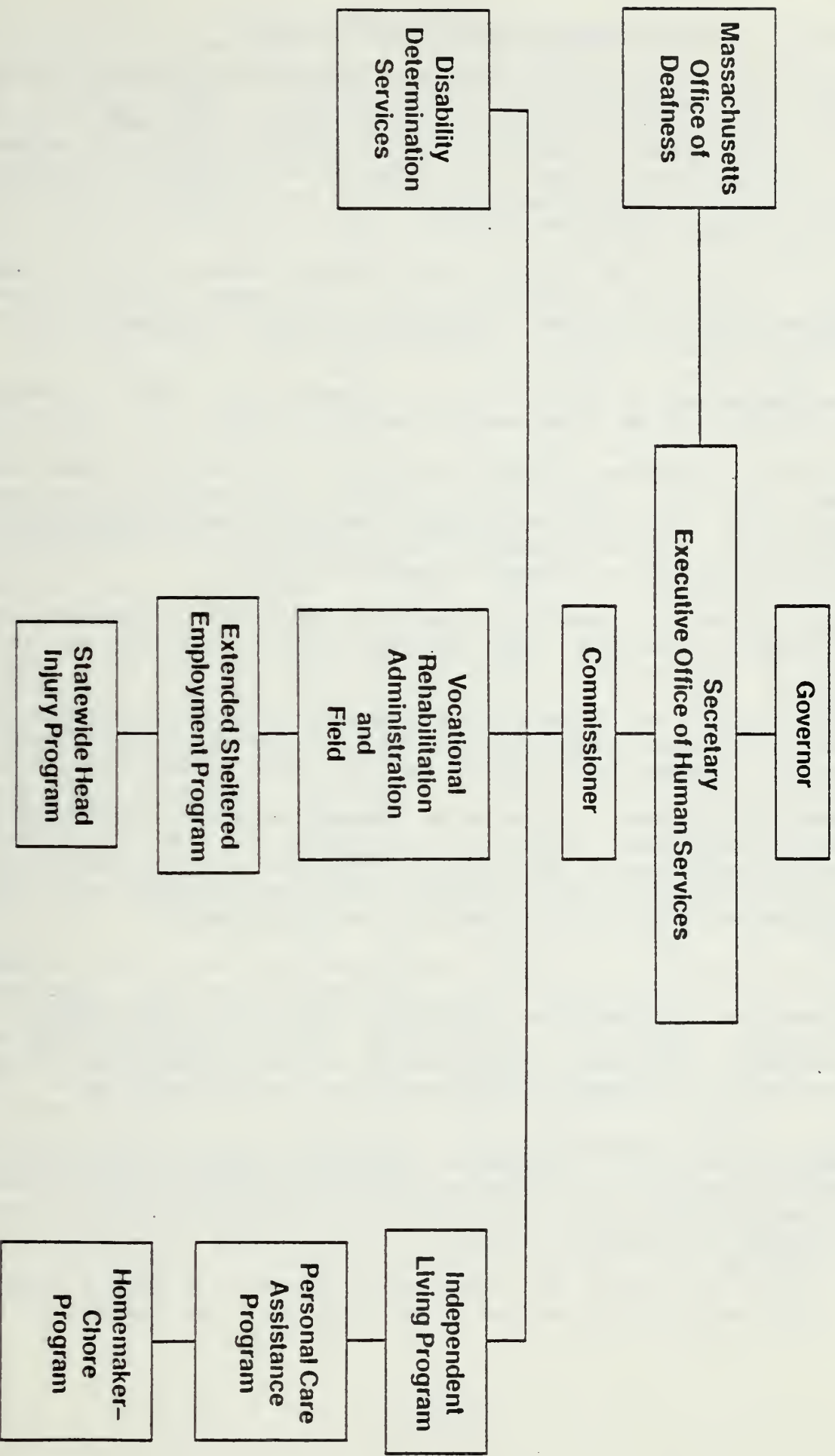
- ° The Facilities and Rates Unit administers the Extended Sheltered Employment Program and other workshop services, establishes and revises client service fees and is responsible for the payment, accounting, monitoring and revisions of all contracts paid through the Central Office.
- ° The Planning and Program Development Unit prepares the Commission's goals, both short-term and long-range and develops client service programs based on these goals in such areas as consumerism, physical disability, mental health, deafness and placement. This unit also ensures that medical, psychiatric, psychological and dental consultation services are available to counselors for the purpose of helping counselors evaluate clients, make eligibility determinations and plan and implement rehabilitation services.
- ° The Independent Living Rehabilitation Services Program enables persons with severe disabilities to increase or maintain their ability to live and function independently and/or to participate fully in their family and community. The Personal Care Assistance (PCA) Program is a state-funded program for employed adults with severe physical disabilities which provides funding for attendants to assist them in such functions as dressing or routine bodily care. Additionally, the independent living rehabilitation network consists of a series of 6 independent living centers and 2 independent living programs statewide that provide community based independent living rehabilitation services for persons with severe disabilities.

This independent living center network is staffed and managed by persons with severe disabilities and all of the centers and programs are private non-profit organizations that are based in their own communities.

- ° The Division of Disability Determination Services (DDS) fulfills the adjudication of Title II (Social Security Disability Insurance) and Title XVI (Supplemental Security Income) disability claims under the federal Social Security Act. The goal of the DDS is to process all Social Security disability claims in a timely, accurate and cost effective manner. In order to perform its duties, the Division is divided into four departments: case processing, finance and administration, training, and quality assurance.

Massachusetts Rehabilitation Commission

Organizational Chart for FY '85



STATE BUDGET PRIORITIES OF FY'86

The State Vocational Rehabilitation Participation (41209-0010) represents the Commonwealth's participation in the delivery of vocational rehabilitation services to eligible handicapped persons in Massachusetts, except the blind. During a time of severe budgetary constraints at both the federal and state levels, this Commission has developed, implemented and made fully operational the following cost saving measures:

1. Order of Selection system which gives first priority for agency services to individuals with the most severely handicapped and public aid recipients (Aid to Families of Children, General Relief, Veteran's Aid).
2. Major reduction in staff at all levels (FY'78 - 745 full-time equivalents; FY'85 - 590 full-time equivalents).
3. Management improvements which include an automated fiscal and client reporting system which enables the Commission to make maximum use of funds available, assure timely vendor payments, and provide automated maintenance of client master lists and statistical monthly reporting data.
4. Client financial participation and eligibility limitations for adaptive housing, van modifications and other VR services.

The above cited cost saving measures have been implemented in order to allow this Commission to provide mandated services to the severely disabled as defined by the Rehabilitation Acts of 1973 as amended (P.L. 95-602). Further, measures have been undertaken to continue to provide needed services to disabled public aid recipients (AFDC, GR, Veteran's Aid) to assist the Commonwealth in reducing the public aid role through the provision of cost effective vocational rehabilitation services that return individuals to gainful competitive employment.

In order to continue to provide purchased services to an already reduced client population base, this Commission will undertake further cost saving measures to operate the vocational rehabilitation program under the state FY'86 budget appropriation of \$6.00M (FY'85 - \$5.925M), coupled with an anticipated 6%-7% increase in federal allotments for vocational rehabilitation.

The staff of this Commission, who continue to be its most valuable resource, will be supported through training efforts and management supervision to assume the added responsibility of maintaining services with fewer overall staff and financial resources compared to previous years.

For the whole of FY'86, the Commission projects a stable number of referrals and clients served. Additionally, the Commission

will continue to render those mandated services as contained in the Rehabilitation Acts of 1973, as amended (P.L. 95-602), plus van modification and adaptive housing programs.

The Extended Sheltered Employment Program (4120-0031) is a work program for those severely disabled individuals who have been determined unable to enter the competitive labor market. Based on funds available in state FY'85 approximately 1,570 client slots are available on a day to day basis and a waiting list has been maintained. It is expected that the state FY'86 budget will result in an increased number of slots 1,640.

The Personal Care Assistance Program (4120-0051) provides personal care assistant services to clients with severe disabilities who are employed or are about to be employed and are living independently within the community. The FY'86 state budget request recognizes that this program utilizes amounts from prior appropriations continued, therefore, the amount required for FY'85 to serve eighty-five clients with attendants is \$852,763.

The Massachusetts Office of Deafness (4120-0041) is a separate agency under the umbrella of the Massachusetts Rehabilitation Commission. The Office was opened in 1977 through a Chapter 6, Section 84A, GLM passed in 1974. The Office provides information, referral, advocacy, service coordination, agency consultation and interpreter services to deaf persons in the Commonwealth. The constituency is estimated at approximately 335,000 people, with a budget request for FY'86 of \$677,765, compared to \$445,164. The increased budget will enable the MOD to expand an independent living program for persons who are deaf and includes nine new positions, five of which are interpreters.

The Independent Living Program (4120-0061) state FY'86 request is for \$622,000 for the purposes of: having a program serving the Berkshires; and, to maintain independent living services via the other five Independent Living Centers located throughout the Commonwealth. Federal funding for independent living rehabilitation continues at the \$650,000 level through September 30, 1986, at least.

The Chapter 688 - Turning 22 Program (4120-0081) has requested \$78,000 from the state for the purpose of funding a unit at the agency's Central Office to determine the eligibility of individuals with disabilities exiting special education programs into services provided by the state's human service agencies.

The Severe Head Injury Program (4120-0071) focuses on serving persons with severe disabilities who sustain an externally caused, traumatic head injury and who require comprehensive services which will enhance their ability to function independently in the community. The three services the SHIP will provide for

this population are assessment, case management, and program development. The FY'86 budget request of \$1,560,000 will result in the development of day rehabilitation programs and neurobehavioral, in-patient unit as provide other rehabilitative services needed to maximize the head injured's potential for independence in all areas of living and work.

The Disability Determination Services (DDS) Program (4120-0511) is 100% federally funded. In FY'85, the total agency budget is \$16.9M. Based on major program changes as mandated in the 1984 Social Security Reform Act (P.L. 98-460), as well as a continued responsibility to establish SSI/SSDI determination, the agency has requested a budget of \$25M in FY'86.

PROBABLE CONSTRAINTS/PARAMETERS

PROGRAM CONSTRAINTS FOR THE DIVISION OF VOCATIONAL REHABILITATION

1. It is expected that we shall continue to work with other human service providers (i.e., DMH, DPH, DPW, DSS, DES, MCB, etc.) towards the provision of rehabilitation and related services to our mutual populations. However, it is anticipated that many such providers will encounter funding restrictions that may result in possible reductions in their services.
2. It is expected that clients will continue to be entitled to Medicaid services, if eligible.
3. It is anticipated that participation in the new SSI/DI reimbursement program (PL 97-35) will result in progressively greater reimbursement payments to the DVR of the MRC.
4. The Job Partnership Training Act is authorized at a funding level being designated for full access to persons with disabilities in need of job training.
5. The Massachusetts State Legislature will continue to be extremely supportive in funding the client service programs and operations of the Massachusetts Rehabilitation Commission.
6. It is anticipated that the Commission staff will continue to be actively involved with community-based public and private organizations concerned with vocational rehabilitation and/or independent living. This includes involvement and joint efforts with consumers, facilities, providers, employers, and other such groups.
7. It is expected that the agency will continue to review all past and present interagency agreements for timeliness and relevance to present client needs.

RELEVANT FEDERAL AND STATE LEGISLATION/REGULATIONS

1. Recodified Massachusetts statutes relating to the Massachusetts Rehabilitation Commission (Chapter 513, Acts of 1980 amending MGL Chapter 6, Section 74-84).
2. Public Law 96-265, Social Security Amendments of 1980 and the Social Security Amendments of 1984 which decrease disincentives to work for Commission clients who are receiving SSI or SSDI benefits and revision of VR reimbursement program.
3. Continuation of the Rehabilitation Services Administration within the administrative structure of the Federal Department of Education.

4. The promulgation of regulations relevant to the "Rehabilitation, Comprehensive Services and Developmental Disabilities Amendments of j1978."
5. Massachusetts reclassification and civil service reform (major reform proposals affecting the state personnel system are anticipated from the Special Commission on Civil Service).
6. The Rehabilitation Act of 1973 and its Amendments of both 1978 and 1983 remain intact.

BUDGET AND STATISTICAL STATEMENT

I. Basic VR Funding

The Rehabilitation Act of 1973 and Amendments of 1978 and 1983 were reviewed by Congress in 1983. PL 95-602 was reauthorized for 3 years and will have the continued support of Congress. For planning purposes we are assuming funding which is sufficient to cover inflation factors, projected at about 4%-6%.

II. SSI SSDI-VR Funding

In federal FY'82, the formula to receive SSI and SSDI vocational rehabilitation funds from Congress and the Social Security Administration changed to be: basically, reimbursement to the state agency after an SSI or SSDI recipient was in substantial gainful activity (SGA) for nine consecutive months. The vocational rehabilitation division of the Massachusetts Rehabilitation Commission will participate in this 100% federally sponsored program with the knowledge that the return on investment of staff time and agency actual expense may not be fully reimbursed via the Social Security Administration.

III. Independent Living

It is predicted that federal continuation grants will continue to be received and dispensed through a Request for Proposal process. For planning purposes, we predict receipt and, Part A funding in fiscal year 1985.

IV. Commonwealth Funding

The Commonwealth of Massachusetts Administration and Legislature have been fiscally supportive of the Vocational Rehabilitation Program, Personal Care Assistance Program, Extended Employment Program, Massachusetts Office of Deafness Program, Head Injury and Turning 22 (Chapter 688) Programs, and, of the Massachusetts Rehabilitation Commission receiving and administering federal grants which are part of or related to vocational rehabilitation of persons with disabilities.

We expect that demonstrated commitment to handicapped persons to continue and are grateful for that support for the benefit of clients served.

V. Summary

For planning purposes, we predict the total budget to be sufficiently funded to cover inflationary factors, which includes fiscal recognition of inflationary factors.

We anticipate continued stabilization of the Division of Vocational Rehabilitation staffing at 590 full-time equivalents, for at least the next three years.

We anticipate state funding levels for the Extended Sheltered Employment Program so as to eventually have no waiting list.

Also, we anticipate adequate state funding for the Personal Care Assistance Program so as to have no waiting list.

For the Severe Head Injury Program (SHIP) we anticipate state appropriations to serve the head injured population whose current needs are not being met by agencies. For Independent Living we anticipate increased support for independent living services to the deaf; and, to psychiatrically impaired clients...as well as individuals with physical disabilities, mobility impaired clients and persons designated as mentally retarded and for disabled clients requiring independent living services as part of a transitional service plan developed as the result of Chapter 688 legislation.

For the Division of Disability Determination Services, we anticipate adequate funding from the Social Security Administration to adjudicate claims and reviews for continued SSI and SSDI benefits. Legal issues will be resolved in the federal courts. We anticipate that Congress may enact more legislation to have the current definition of disability clarified to be less restrictive. We also anticipate that the effects of the Social Security Administration implementation of the 1981 amendments will result in continued movement and increase from the federal SSI-SSDI programs to the Commonwealth's state public assistance programs. It is very clear that the Social Security Disability Program is administered as an insurance program for very severely, permanently disabled persons.

TABLE 1VOCATIONAL REHABILITATION REVENUES

<u>VR DIVISION REVENUES</u>	<u>FEDERAL FY'85</u>	<u>COMMENTS</u> <u>ABOUT 1986-1990</u>
Title I	\$21,677,760	At least inflation factor/cost of living factor should be added, annually.
SSI/DI-VR	\$ 450,000	Assuming full reimbursement of all costs, this should move to about \$1,000,000 by 1988.
State Participation	\$ 6,005,000	It is anticipated that state participation will remain at about the 23% of revenues, plus continue with the budget language on exemption on indirect and fringe benefit payments from the VR division to the state.
Reimbursement, reallotments; liquidations at	\$ 233,000 \$ 400,000	Misc. reimbursements and year-end redistribution from RSA will continue, but redistribution is unpredictable.
<u>Total Revenue</u>	<u>\$28,765,760</u>	For planning purposes, level funding, including inflation factors is predictable.

TABLE 2

VOCATIONAL REHABILITATION EXPENDITURES

<u>VR DIVISION EXPENSES</u>	<u>FEDERAL FY'85</u>	<u>COMMENTS 1986-1990</u>
Administration	\$ 3,140,760	As in the past 5 years, will increase by about 5-7% increase, each year.
Personnel	\$13,725,000	Staff provide direct and administrative client services and costs will have to increase as in the labor contracts to maintain 590 full-time equivalents.
Fringe	0	Waived by the Commonwealth as part of state participation in vocational rehabilitation.
Indirect Charges	0	Waived by the Commonwealth as part of state participation in vocational rehabilitation.
Purchase of Service	\$11,000,000	Will remain at about 40% of the expenses, for coupled with direct service staff expense, these line items are the basis of the program.
Group Contracts, VR Projects	\$ 500,000	Through the contracting process, certain special and group projects will be funded.
Vehicle Modification/ Housing Adaptation	\$ 400,000	Will grow based on state participation and support of these (non-mandated) VR services.
<u>Total VR Expenses</u>	<u>\$28.765.760</u>	

TABLE 3FUNDING (PART 1)

<u>PROGRAM FUNDING</u>	<u>FEDERAL FY'85</u>	<u>COMMENTS ABOUT FED. FY'86-90</u>
A. Division of Disability Determination	\$18,634,000	Will be 100% federally funded by the Social Security Administration for increased staffing through 1987 so as to insure tight control on SSI/DI claims and ongoing disability investigations.
B. Independent Living	\$ 575,000	Will receive 100% funded grants in amounts at least equal to the FY'83 levels, through 1987, plus state funding.
C. Psychiatric Training Prog.	\$ 98,000	Will continue thru 1984 at the FY'82 level.
D. Counselor, Supervisor Training	\$ 69,000	Will continue to receive federal funds at about the FY'82 level, thru 1987.

TABLE 4FUNDING (PART 2)

A. Extended Employment Prog.	\$ 3,936,000	Will receive funding resulting in no waiting lists by 1990.
B. Personal Care Program	\$ 782,000	Will continue to receive funding resulting in no waiting list.
C. Mass. Office of Deafness	\$ 445,000	Will be funded and grow to have satellite units in all regions, by 1989.
D. Independent Living	\$ 377,000	By 1987, the Commonwealth will have developed its policy and state funding pattern to be coupled with federal grants to assure appropriate independent living services for severely handicapped physically disabled persons.

TABLE 5STATISTICS STATEMENT

Statistical projections for federal fiscal year (1985-1989) for the MRC's Division of Vocational Rehabilitation.

Parameter and Assumption: As long as the Vocational Rehabilitation Division is funded and staffed to at least the federal fiscal year 1982 level, the division's projection for statistical goals are as follows:

	<u>FED '82</u> <u>(ACTUAL)</u>	<u>FED '83</u> <u>(ACTUAL)</u>	<u>FED '84</u> <u>(ACTUAL)</u>	<u>FED '86-90</u> <u>ESTIMATED)</u>	<u>COMMENTS</u>
Referrals	17,634	18,686	18,208	18,800	Will increase due to other agencies' attempts to use VR as a similar benefit.
Applicants	12,698	13,458	12,948	13,800	Same as above.
Acceptances	7,919	8,205	8,433	9,080	More referrals and applicants will result in more acceptances.
IWRP's	7,210	7,515	7,628	7,800	This will be a major control point to assure that only persons with a VR goal and who are ready for VR are active in the VR division.
Rehabilitations	4,634	4,560	4,826	4,800	The focus is on severely handicapped needing multi-service over an extended period of time; but slightly decreased caseloads and improved rehabilitation rates, at the caseload level, accounts for this modest increase by FY'88.
Severely handicapped rehabilitations	3,689	3,743	4,047	4,115	It is projected that approximately 73% of the rehabilitants will continue to be categorized as severely handicapped.
Served	32,204	32,435	32,510	33,300	Slightly increased caseload sizes will allow for this modest growth of 4% by 1988.

MASSACHUSETTS REHABILITATION COMMISSION
MISSION AND GOAL STATEMENTS
FOR 1986 - 1990

The following mission statements and related goals will be the major direction taken by the Commission over the course of the long range period. The Commission has the overall authority to direct the progress made toward the fulfillment of agency missions, goals and objectives. The functional agency divisions and departments will be developing their respective missions, goals and objectives to coordinate with the following:

AGENCY MISSION STATEMENTS

- I. TO PROVIDE TIMELY AND QUALITATIVE VOCATIONAL REHABILITATION EXTENDED SHELTERED EMPLOYMENT, AND OTHER SPECIFIED SUPPORT SERVICES TO ELIGIBLE INDIVIDUALS WITH MENTAL OR PHYSICAL DISABILITIES IN ORDER THAT THEY MAY ACHIEVE AND MAINTAIN GAINFUL EMPLOYMENT.
- II. TO PROVIDE INDEPENDENT LIVING REHABILITATION SERVICES THROUGH ITS NETWORK OF CENTERS: TO DEVELOP A SERVICE DELIVERY SYSTEM FOR INDEPENDENT LIVING REHABILITATION BASED UPON TITLE VII, PART A FUNDING AND TO ADMINISTER THE PERSONAL CARE ASSISTANCE PROGRAM TO ASSIST INDIVIDUALS TO LIVE INDEPENDENTLY IN THE COMMUNITY.
- III. TO PERFORM NEW PROGRAMS IN THE AREA OF SERVICES TO THE HEAD INJURED AND DETERMINATION OF ELIGIBILITY UNDER CHAPTER 688 (TURNING 22).
- IV. TO ENSURE THE FAIR AND TIMELY DETERMINATION OF CLAIMS FOR RESIDENTS OF MASSACHUSETTS UNDER TITLE II AND XVI OF THE SOCIAL SECURITY ACT.
- V. TO PROVIDE SUPPORT SERVICES TO THE MASS. OFFICE OF DEAFNESS.

OVERALL
AGENCY GOAL STATEMENTS

1. TO ACHIEVE A HIGH DEGREE OF HUMAN SERVICE PRODUCTIVITY IN THE PROVISION OF COMPREHENSIVE AND QUALITATIVE VOCATIONAL REHABILITATION SERVICES TO THE MAXIMUM POSSIBLE NUMBER OF ELIGIBLE CLIENTS WITH DISABILITIES, SERVING CLIENTS WITH THE MOST SEVERE DISABILITIES ON A PRIORITY BASIS.
2. TO CONTINUE THE FURTHER DEVELOPMENT OF INDEPENDENT LIVING SERVICES FOR INDIVIDUALS WITH SEVERE DISABILITIES WHICH WILL INCREASE THEIR ABILITY TO LIVE AND FUNCTION MORE INDEPENDENTLY IN THEIR FAMILIES, COMMUNITY, AND/OR EMPLOYMENT.
3. TO ASSURE COMPLIANCE ON THE PART OF THE MASSACHUSETTS REHABILITATION COMMISSION WITH ALL FEDERAL AND STATE LAWS, REGULATIONS, AND POLICIES WHICH RELATE TO THE AGENCY'S OPERATIONS AND TO THE DELIVERY OF REHABILITATION SERVICES.

4. TO CONTINUE TO DEVELOP CONSTITUENT RELATIONSHIPS WITH CONSUMERS, PROVIDERS, BUSINESS AND INDUSTRY, AND OTHER AGENCY PUBLICS TO PROMOTE THEIR INTEREST IN AND AFFILIATION WITH THE PROGRAM AND POLICY DIRECTIONS OF THE TOTAL AGENCY.
5. TO ASSURE FAIRNESS, PRODUCTIVITY, EFFECTIVENESS, AND TIMELINESS IN THE DETERMINATION OF CLAIMS FOR RESIDENTS OF MASSACHUSETTS UNDER TITLE II AND XVI OF THE SOCIAL SECURITY ACT.
6. TO ASSURE MAXIMUM UTILIZATION AND DEVELOPMENT OF THE EXTENDED SHELTERED EMPLOYMENT AND PERSONAL CARE ASSISTANCE PROGRAMS.
7. TO PARTICIPATE WITH THE EXECUTIVE OFFICE OF HUMAN SERVICES, OTHER HUMAN SERVICE AGENCIES AND SOCIAL SCHOOL SYSTEMS IN THE IMPLEMENTATION OF CHAPTER 688 AND IN THE ADMINISTRATION OF THE CHAPTER 688 STATE ELIGIBILITY UNIT.
8. TO DEVELOP SPECIALIZED PROGRAMMING FOR TRAUMATIC HEAD INJURED INDIVIDUALS WHICH WILL INCREASE THEIR ABILITY TO LIVE AND FUNCTION MORE INDEPENDENTLY IN THEIR FAMILIES OR COMMUNITY.
7. TO PROVIDE APPROPRIATE ADMINISTRATION AND SUPPORT SERVICES TO THE MASSACHUSETTS OFFICE OF DEAFNESS.

I. ADMINISTRATIVE

MISSION: TO DEVELOP IMPROVED SERVICES FOR THE REHABILITATION OF INDIVIDUALS WITH DISABILITIES.

GOAL: TO CONTINUE TO MONITOR AGENCY FINANCIAL AND PROGRAM RESOURCES AND POLICY TO ASSURE THAT THE AGENCY IS MANAGED IN AN EFFECTIVE AND ACCOUNTABLE MANNER.

OBJECTIVES:

1. To approve a fiscal and program plan for the agency annually by the beginning of each fiscal year.
2. To monitor and make appropriate adjustments to the agency fiscal and programmatic performance, quarterly, for the period of the Long Range Plan.
3. To monitor and review client service policy as it is prepared for the Client Services Manual for the period of the Long Range Plan.
4. To monitor the system of assuring maximum student financial aid services for clients who are in post-secondary education through FY'86.

GOAL: TO INITIATE AND SUPPORT THE DEVELOPMENT OF INFORMATION SYSTEMS TO EFFECTIVELY MANAGE AGENCY RESOURCES.

OBJECTIVES:

1. To assure effective use of the financial accounting and client reporting systems throughout FY'86.
2. To ensure the integration and utilization of the DDS automated case processing system during FY'86.

GOAL: TO RESPOND EFFECTIVELY THROUGH THE OMBUDSMEN, ADVOCACY, ADMINISTRATIVE REVIEW AND FAIR HEARING TO THE UNMET NEEDS OF DISABLED INDIVIDUALS IN MASSACHUSETTS.

OBJECTIVES:

1. To maintain and operate the Ombudsmen's Office in its capacity for handling cases of assistance to clients in difficult situations (presently 500-600 per year) through the period of the Long Range Plan.
2. To handle a projected 25-30 Fair Hearings each year of the Long Range Plan.

3. To participate in the implementation of the client assistance project in Massachusetts in FY'86 as operated by the State Office of Handicapped Affairs.

GOAL: TO ASSURE THAT THE AGENCY OPERATIONS, PROGRAMS AND POLICIES MEET APPLICABLE LEGAL STANDARDS, AND TO PROVIDE LEGAL SUPPORT AND REPRESENTATION FOR THE AGENCY AND ITS STAFF.

OBJECTIVES:

1. To provide legal input to agency policies and procedures and key state and federal legislation so that the disability determination, vocational and independent living rehabilitation needs of eligible individuals are appropriately met.
2. To advise and represent agency staff members in legal appeal processes related to client services and administrative operations.

GOAL: TO OVERSEE THE OPERATION OF THE DISABILITY DETERMINATION PROGRAM'S TIMELY AND ACCURATE AND FAIR DECISIONS ON SSI/DI ADJUDICATION.

OBJECTIVES:

1. To assure the continued involvement of the disabled constituencies, Commissioner's Task Force, the DDS Advisory Committee, the Legislature the Executive Office of Human Services and the Governor's Office in providing input and assistance in the operation of the program.
2. To promote with the Social Security Administration and the Congress specific administrative and legislative actions that would provide more consistent and equitable adjudicative services to the disabled constituency.

II. PROGRAM

MISSION: TO WORK WITH AGENCY STAFF AND EXTERNAL CONSTITUENCIES TO IMPROVE REHABILITATION AND DETERMINATION SERVICES FOR PEOPLE WITH DISABILITIES.

GOAL: TO CONTINUE A CLOSE WORKING MANAGEMENT RELATIONSHIP WITH THE SECRETARY OF HUMAN SERVICES AND RELEVANT STATE AGENCY COMMISSIONERS TO PROVIDE A WELL INTEGRATED SERVICE DELIVERY SYSTEM FOR HANDICAPPED CITIZENS THROUGH STRONG INTERAGENCY RELATIONSHIPS.

OBJECTIVES:

1. To work with the Department of Manpower Development in the implementation of the Job Training Partnership Act to assure training opportunities for agency clients throughout FY'86.

2. To provide ongoing leadership to the agreement with the Department of Education, Division of Special Education, and the Division of Occupational Education through regular meetings through the term of the Long Range Plan.
3. In FY'86, to participate with EOHS, representatives of human service agencies, the Department of Education and local school administrators in the implementation of Chapter 688 (Turning Age 22 Legislation) which provides for a transitional plan for special education students who graduate from high school or turn age 22 and who meet the federal or state definitions of severely disabled.
4. To continue to provide input and direction into the activities of the Occupational Information Coordinating Committee, Division of Employment Security and others in their efforts to provide meaningful information on high demand occupations in Massachusetts throughout FY'86.
5. To implement anticipated changes in the Workers' Compensation statute as recommended by the Governor's Task Force on Workers' Compensation in FY'86.

GOAL: TO ENCOURAGE AND SUPPORT NON-PROFIT VENDORS IN PROVIDING REHABILITATION SERVICES TO MEET THE NEEDS OF AGENCY CLIENTS.

OBJECTIVES:

1. To support the expansion of the Massachusetts Electronics Industry Foundation/Massachusetts Project with Industry to achieve its placement objectives throughout FY'86 through additional federal grant and private sector monies.
2. To meet at least quarterly with the Massachusetts Association of Rehabilitation Facilities (MARF) and the Mass. Association of Retarded Citizens representatives to address matters of mutual interest to support vendor viability throughout the term of the Long Range Plan.
3. To provide leadership to the Independent Living Rehabilitation Program through additional federal and state monies and to relate appropriate information to interested parties through conferences, written communications, etc. throughout the Long Range Plan.
4. To participate with such groups as Bay State Skills Corporation and Private Industries Councils (PIC's) in developing training opportunities for agency clients throughout the Long Range Plan.

GOAL: TO SUPPORT THE CONTINUED DEVELOPMENT OF OTHER INTERNAL AND EXTERNAL AFFILIATES FAMILIAR WITH THE OBJECTIVES AND SUPPORTIVE OF/INVOLVED IN AGENCY PROGRAMS AND POLICY.

OBJECTIVES:

1. To seek guidance from agency advisory councils, task groups, and individual consumers on policy decisions throughout the period of the Long Range Plan.
2. To create and have in place continuing counselor, unit supervisor and area director discussion groups throughout the period of the Long Range Plan.
3. To work jointly with the Tufts and the Boston University Research and Training Centers, and the Regional Continuing Education Program (RCEP) in development of their programs relating to mental and physical rehabilitation and training throughout the period of the Long Range Plan.
4. To participate within the consumer community in the pursuit of mutual goals throughout the period of the Long Range Plan.
5. To increase our efforts in developing relationships with private sector employees at the area and regional levels throughout the Long Range Plan.

INTRODUCTORY STATEMENT

The Deputy Commissioner for the MRC Division of Vocational Rehabilitation is responsible to the Commissioner of Rehabilitation for client services, administration and support services of vocational rehabilitation (VR), and the Extended Sheltered Employment Program (ESEP).

These responsibilities include assuring that a positive involvement and relationship is fostered, on a statewide and local level, with: consumers, providers, facilities, state and federal agencies, employers and that the staff adhere to productivity and compliance standards and goals, as negotiated annually.

The mission and goal statements of the Deputy Commissioner for the Division of Vocational Rehabilitation are complimentary to field and Central Office staff units' mission and goal statements.

MISSION: TO ASSURE APPROPRIATE USE OF FUNDS FOR APPROPRIATE VOCATIONAL REHABILITATION, EXTENDED SHELTERED EMPLOYMENT TO CLIENTS; AND, TO ASSURE QUALITY AND USEFUL ADMINISTRATION AND SUPPORT SERVICES WITH THE VOCATIONAL REHABILITATION DIVISION OF THE MASSACHUSETTS REHABILITATION COMMISSION.

- GOALS:
1. TO ASSURE APPROPRIATE VOCATIONAL REHABILITATION PRODUCTIVITY THROUGH ONGOING SUPERVISION, JOINT PLANNING AND MONITORING OF REGIONAL AND DEPARTMENTAL DIRECTORS; AND THE ASSISTANT COMMISSIONER.
 2. TO ASSURE PROVISION OF COMPREHENSIVE SUPPORT AND ADMINISTRATIVE SERVICES IN TERMS OF FISCAL, CENTRAL OFFICE PROGRAMS, PERSONNEL, STAFF DEVELOPMENT, PROGRAM EVALUATION AND CONTINUED ATTENTION TO LABOR RELATIONS AND AFFIRMATIVE ACTION PRINCIPLES.
 3. TO ASSURE COMPLIANCE TO FEDERAL, STATE AND INTERNAL REGULATIONS, GUIDELINES, POLICIES AND PROCEDURES.
 4. TO ASSURE THE AWARENESS, APPROPRIATE MARKETING STRATEGIES, INVOLVEMENT AND JOINT PLANNING EFFORTS OF THE AGENCY PUBLICS, INCLUDING: CONSUMERS, EMPLOYERS, PROVIDERS, FACILITIES, STATE AND PRIVATE AGENCIES AND OTHER APPROPRIATE GROUPS.
 5. TO ASSURE ATTENTION TO THE IMPLEMENTATION OF SPECIAL PROGRAMS TO TARGETED POPULATIONS (SUCH AS HEAD INJURED; HOME-BASED EMPLOYMENT NEEDS; CLIENTS WITH SEVERE DISABILITIES).
 6. TO CONTINUE TO FOSTER THE PHILOSOPHY THAT MRC-VR IS A FACILITATOR WITH AND FOR THE VR CLIENT TOWARD THE GOAL OF OPTIMUM INDEPENDENCE OF THE VR CLIENT.

*** DIVISION OF FIELD OPERATIONS ***
(VR REGIONAL AND AREA OFFICES)

MISSION: TO ASSURE THAT ALL ELIGIBLE CLIENTS ARE PROVIDED THE FULL RANGE OF QUALITY AND TIMELY REHABILITATION SERVICES NECESSARY TO AFFECT THEIR VOCATIONAL REHABILITATION AND TO INCREASE THEIR CAPACITY TO FUNCTION INDEPENDENTLY IN THE FAMILY AND COMMUNITY.

GOAL: TO CONTINUE TO IMPROVE AND IMPLEMENT MANAGEMENT AND CASE LOAD MANAGEMENT PRIORITIES AND STANDARDS FOR SERVICE DELIVERY.

OBJECTIVES:

1. To project and achieve attainable statistical service and rehabilitation goals in the delivery of client services through 1990.
2. To evaluate casework compliance practices in FY'86; revise strategies to improve casework compliance and initiate revisions in FY'86; complete revised implementation in FY'86; re-evaluate practices in FY'87.
3. To insure a high standard of human resource management through 1990 by effective use of: sound personnel policies and practices, individual performance appraisal, affirmative action programs, staff development and training.
4. To study and plan for integration of programs other than vocational rehabilitation into field operations.

GOAL: TO FURTHER IMPLEMENT PRIORITIZED SPECIAL PROGRAMS TO ASSURE IMPROVED SERVICES TO TARGETED POPULATIONS.

OBJECTIVES:

1. To continue to identify target populations and develop or refine strategies to service them annually through FY'90. (FY'86 target populations to include head injured individuals and persons who are deaf.)
2. To continue to develop special programs to serve target populations through 1990. (FY'86 programs to include independent living, PCA, ESEP, Chapter 688, and SHIP.)

GOAL: TO ASSURE COOPERATIVE PLANNING WITH SERVICE PROVIDERS, EMPLOYERS, AND OTHER AGENCY PUBLICS.

OBJECTIVES:

1. To continue to assess and refine communication and planning methodologies with facilities and other providers through FY'90.

2. To define critical relationships and refine communication, marketing, and planning methodologies annually through FY'90.
3. To participate in the development and implementation of federal and state human services programs as required through 1990.

GOAL: TO INSURE ACTIVE CONSUMER INVOLVEMENT IN THE MASSACHUSETTS REHABILITATION COMMISSION THROUGH 1990.

OBJECTIVES:

1. To continue to integrate consumer input into agency management decisions through joint planning, policy setting, and operations.
2. To assess the effectiveness of ongoing consumer linkages with the agency at all levels and develop strategies to strengthen those ties where necessary through 1990.

*** DEPARTMENT OF CLIENT SERVICE PROGRAMS ***

MISSION TO DEVELOP AND CARRY OUT MARKETING STRATEGIES, PROGRAMS FOR PARTICULAR POPULATIONS OR SERVICE AREAS, TO PROMULGATE CLIENT SERVICE POLICIES, TO MANAGE CENTRALIZED PROGRAMS OF DIRECT SERVICE, TO DEVELOP RATES, TO PROVIDE PLANNING PROCESSES, TO CONDUCT ADMINISTRATIVE REVIEWS AND TO DEVELOP AND MONITOR CLIENT SERVICE CONTRACTS.

MARKETING UNIT

GOAL: TO CONTINUE TO DEVELOP CONSTITUENT RELATIONSHIPS WITH CONSUMERS, PROVIDERS, BUSINESS AND INDUSTRY, OTHER STATE AND FEDERAL AGENCIES, THE LEGISLATURE, AND THE GENERAL PUBLIC TO PROMOTE THEIR INTEREST IN AND AFFILIATION WITH THE POLICY DIRECTIONS OF THE TOTAL AGENCY AND TO DEVELOP A MILIEU OF POSITIVE EXCHANGE OF VALUES LEADING TO VIABLE JOB OPPORTUNITIES FOR THE CLIENTS SERVED BY THE AGENCY.

OBJECTIVES:

1. By July 1 of each year through 1989 to review and update the Long Range Plan for the Marketing Unit of the Client Services Division of the Commission.
2. By October 1st of each year through 1989 to develop an annual plan for the Marketing Unit of the Division of Client Services outlining specific program objectives for that year.
3. By October 1st of each year to have a written plan outlining specific goals for developing relationships with each identified agency public with whom the Commission wishes to relate.
4. By October 1, 1985, and every year thereafter through 1989, to increase the agency's ability to promote the services of the Commission through appropriate marketing development, public relations, and inter-organizational agreements in order to insure that the Commission is viewed positively by the community at large.

PROGRAM AND PLANNING UNIT

GOAL: TO ENSURE THE PROVISION OF EFFECTIVE SERVICES TO MRC CLIENTS THROUGH THE DEVELOPMENT AND REFINEMENT OF PROGRAMS AND PLANNING PROCESSES.

OBJECTIVES:

1. By July 1st of each year through 1990, to review and update the Long Range Plan for the Commission.

2. By October 1st of each year through 1990 to develop an Annual Plan for the Commission.
3. By October 1st of each year through 1990 to have a Unit Plan to be implemented throughout the ensuing year which provides for the development, improvement or expansion of appropriate services for physically disabled, psychiatrically disabled, mentally retarded, deaf, and head injured clients of the Commission.
4. By October 1st of each year through 1990 to have a Unit Plan to be implemented throughout the ensuing year which calls for interagency planning and coordination with key human service agencies for the purposes of not only increasing the availability of similar benefits to Commission clients, but also developing a more comprehensive service network for disabled citizens of Massachusetts.

POLICY AND PROCEDURES UNIT

GOAL: TO MAINTAIN AN UP-TO-DATE CLIENT SERVICE POLICY AND PROCEDURES NETWORK AND TIMELY DISPOSITION OF ALL APPLICANT/CLIENT ADMINISTRATIVE REVIEW REQUESTS; TO RECEIVE MAXIMUM REIMBURSEMENTS FROM SSA FOR VR SERVICE EXPENDITURES ON SSI/DI REHABILITANTS; TO DEVELOP AND IMPLEMENT NEW FEDERAL AND STATE REHABILITATION PROGRAM INITIATIVES FOR HANDICAPPED INDIVIDUALS.

OBJECTIVES:

1. To assure the equitable provision of vocational rehabilitation services to handicapped individuals through the development and maintenance of appropriate client service policies and procedures which are based on federal and state law and regulations and input from staff, consumers, Client Assistance Program and other advocacy organizations, and agency publics during the Long Range Plan.
2. To address all client/applicant appeals through the administrative review process (first level) in a timely and efficient manner each year.
3. To ensure maximum SSA reimbursements through continued monitoring of SSI/DI rehabilitants and provision of technical assistance and training to staff annually.
4. To assure the effective implementation of new program initiatives (e.g., Chapter 688) through policy and procedure development, technical assistance, and staff training in cooperation with EOHS, and other related human service agencies through 1990.

CONTRACTS AND SERVICE RATES UNIT

GOAL: TO ESTABLISH, PROMULGATE AND IMPLEMENT PROGRAM AND SERVICE REIMBURSEMENT DATA IN ORDER TO SUPPORT AND ENABLE THE EFFECTIVE AND ECONOMICAL PURCHASE OF VOCATIONAL REHABILITATION AND INDEPENDENT LIVING SERVICES TO HANDICAPPED CLIENTS THROUGH THE CONTRACTING AND/OR FEE FOR SERVICE PURCHASE MECHANISMS.

OBJECTIVES:

1. To continue to keep MRC field operations staff informed of the current and correct service fees and rates each year of the Long Range Plan. This is accomplished via the ongoing maintenance, revision and updating of the MRC Client Service Fee Schedule, as well as training, consultation and technical assistance provided to user staff regarding the establishment, implementation, practice and policy surrounding the information in this reference manual.
2. To develop and recommend prospective annual rates of reimbursement for services and programs purchased by MRC from "fully" approved and "ESEP only" approved sheltered workshop/rehabilitation facility providers on an annual basis. This is accomplished via the review and audit of cost reports submitted annually by each provider, and the analysis and negotiation of the component allowable and reasonable historical and projected costs.
3. To continue to coordinate the implement the MRC consultative, administrative and client services contracting system through 1990. This is accomplished via the management and mobilization of agency resources for the purposes of procuring, negotiating, executing and monitoring contractual and purchase of service agreements. Such agreements are legally binding documents which describe each party's obligations and responsibilities under which services are provided to and purchased by MRC.

DIRECT SERVICES UNIT

GOAL: TO INSURE TIMELY AND EFFECTIVE SERVICES TO CLIENTS THROUGH CENTRALLY ADMINISTERED PROGRAMS.

OBJECTIVES:

1. To insure the coordinating and expediting of all workers compensation activities and cases. To provide technical assistance to MRC staff and those firms and organizations responsible for and involved with industrial accident cases. To have agency staff members represent the Commission on the Industrial Accident Rehabilitation

Board and to represent clients and agency in cases heard before members of the Industrial Accident Board. These activities and responsibilities are on an ongoing and continuous basis in FY'86 - '90.

2. To administer and monitor the SSI/SSDI and CDR/VR screening and referral units to facilitate appropriate notification of and referrals to the VR process each year of the Long Range Plan.
3. To manage and refine the Adaptive Housing and Adaptive Equipment Programs to render a quality service seeking standards of safety and performance and to maximize numbers served subject to program and budgeting constraints on an ongoing and continuous basis on an annual basis.
4. To administer, monitor and render technical assistance to the 688 Eligibility Team and establish administrative and fiscal procedures to facilitate procedures for effective eligibility determinations annually.

FACILITIES/ESEP UNIT

GOAL:

1. To continue to develop effective relationships with consumers, providers, business and industry, and other agency publics to promote their interest in and affiliation with the program and policy directions of the total agency.
2. To assure maximum utilization and development of the Extended Sheltered Employment Program by providing timely and effective services through the use of rehabilitation facilities and workshops.

OBJECTIVES:

1. Continue to manage and refine the statewide system of workshops and rehabilitation facilities, including monitoring and approving them.
2. To provide an Extended Sheltered Employment Program to the maximum number of clients allowed by budget and other constraints.
3. To conduct a program evaluation of the workshops and rehabilitation facilities in Massachusetts.
4. To encourage the use of private industry in the Extended Sheltered Employment Program.

*** DEPARTMENT OF HUMAN RESOURCE DEVELOPMENT ***

MISSION: THE MISSION OF THE HUMAN RESOURCE DEVELOPMENT DEPARTMENT IS TO:

1. ASSURE STAFF WELL QUALIFIED TO ACHIEVE AGENCY GOALS AND OBJECTIVES.
2. MEET THE NEEDS FOR PROFESSIONAL GROWTH OF EMPLOYEES AT ALL LEVELS OF THE ORGANIZATION.

THE MISSION WILL BE ADDRESSED THROUGH SYSTEMATIC PROGRAMS OF RECRUITMENT AND SELECTION, PERSONNEL SYSTEMS MANAGEMENT, STAFF DEVELOPMENT AND TRAINING, AND CAREER MANAGEMENT.

STAFF DEVELOPMENT UNIT

GOAL: TO PLAN, COORDINATE AND DIRECT AN IN-SERVICE AND OUT-SERVICE TRAINING PROGRAM FOCUSED ON THE ATTAINMENT OF BOTH ORGANIZATIONAL GOALS AND PROFESSIONAL GROWTH GOALS OF STAFF AT ALL LEVELS OF THE AGENCY.

OBJECTIVES:

1. By October 1st of each fiscal year through 1990 to have in place a written in-service training plan based on needs and priorities systematically identified by staff and line management.
2. By October 1st of each fiscal year through 1990 to have in place a written plan for the continuing education of all levels of staff (with counselor level as a priority) based on needs identified by appropriate staff.
3. To have in place by October 1st, 1986 a standard training program for new counselors in six key areas of job functioning: vocational rehabilitation process, initial client assessment, caseload management, job placement, counseling theory and skills and medical rehabilitation.
4. To have in place by October 1, 1986, a comprehensive continuing education program for all counselor level and first-line supervisory staff to include specialized short-term courses in key areas of rehabilitation practice, structured medical/psychiatric seminars and technical workshops in MRC programs, policies and procedures.
5. To have all eligible "M" level managers complete the DPA-IGS Management Development Program for their respective level (TIER-II through TIER-IV) by 6/1/88.

6. To have in place by October 1, 1986, a structured in-service program of supervisory-management seminars for all field line supervisors.
7. Through 9/30/90, administer the employee out-service training program for all job groups within the Commission.

PERSONNEL UNIT

GOAL: TO PLAN, COORDINATE AND DIRECT PERSONNEL MANAGEMENT SYSTEMS TO ASSURE QUALIFIED STAFF AND PROMOTE EFFECTIVE PERSONNEL POLICIES AND PRACTICES CONSISTENT WITH CIVIL SERVICE LAW AND REGULATION, COLLECTIVE BARGAINING AGREEMENTS, AFFIRMATIVE ACTION AND THE NEEDS OF STAFF.

OBJECTIVES:

1. By October 1st of each fiscal year through 1990 to submit a review of and report on the status of personnel policies and procedures.
2. By October 1st of each fiscal year through 1990, to report to the Department of Personnel Administration in the ongoing process of decentralization and delegation by accepting additional responsibilities relative to promotional testing.
3. Continue to cooperate with the Department of Personnel Administration in the ongoing process of decentralization and delegation by accepting additional responsibilities relative to promotional testing.
4. By 8/31/85 implement a streamlined Assessment Center procedure to be used for evaluating candidates for the position of vocational rehabilitation counselor as needed through 1990.
5. Evaluate the revised format and content of the Performance Appraisal System by 9/30/85 and refine the guidelines as needed each year.
6. Maintain personnel records through the Personnel Management Information System (PMIS) with backup manual recording until PMIS is accurate and reliable.

LABOR RELATIONS

Through 1990 assure the following in the area of labor relations:

- a. Forums for continuing communication with bargaining units representing MRC employees.
- b. Agency compliance with provisions of bargaining units contracts.

c. Communication with and consultation and assistance to agency management regarding all union and union contract issues.

d. Education of MRC staff in areas relating to labor relations.

GOAL: PLAN AND IMPLEMENT METHODS, SYSTEMS AND PROGRAMS PROMOTING INCENTIVES, MOTIVATORS AND ENVIRONMENTS CONDUCIVE TO ATTAINMENT OF MAXIMUM EMPLOYEE PRODUCTIVITY.

OBJECTIVES:

1. By 9/30/85, complete the process to assure accurate job classification and appropriate job level for all employees.
2. By 9/30/85, submit recommendations to broaden existing and initiate new quality work, life models in the agency.

AFFIRMATIVE ACTION UNIT

GOAL: THE DEVELOPMENT, IMPLEMENTATION, MAINTENANCE, COORDINATION AND MONITORING OF A PROGRAM OF AFFIRMATIVE ACTION.

OBJECTIVES:

1. To ensure that each fiscal year through 1990, the agency develops and maintains a detailed Affirmative Action Plan.
2. To identify problem areas at all levels of employment, including all aspects of the work environment that promote effective affirmative action throughout 1990.
3. To modify agency policy and procedure to conform with all federal and state laws, rules and regulations which deal with non-discrimination and affirmative action throughout 1990.
4. To insure that throughout 1990, the agency is actively involved in the recruitment of qualified protected class persons.
5. To monitor all personnel transactions throughout 1990 to ensure compliance with the agency affirmative action policy.
6. To conduct an ongoing in-house audit that involves feedback and evaluation to the Commissioner and management as to the effectiveness of the Affirmative Action Program throughout 1990.

7. To counsel protected class persons as to their rights, promotional opportunities and other benefits of employment throughout 1990.

LIBRARY

GOAL: TO COMPLETE A PERFORMANCE MEASURE OF THE MRC LIBRARY.

OBJECTIVE:

1. To determine, with assistance of Program Evaluation, cost effectiveness of the Library in terms of agency goals.

GOAL: TO REDUCE STAFF CLERICAL DUTIES TO MANAGE THE INCREASED LITERATURE INFORMATION REQUESTS OF LIBRARY USERS.

OBJECTIVE:

To obtain a microcomputer to:

1. Continue online database searches.
2. Continue ABLEDATA product searches.
3. Use of word processing feature to produce: lists of films, journals, bibliographies, brochures, overdue notices, and correspondence.
4. Management tasks: statistics; mailing lists; circulation; acquisitions; film bookings.
5. Explore the possibility of area office gaining access to information about the Library collection using their new computers.

PROGRAM EVALUATION DEPARTMENT

MISSION: TO PROVIDE PROGRAM PERFORMANCE INFORMATION, DATA ANALYSES, AND RECOMMENDATIONS TO APPROPRIATE FEDERAL, STATE AND COMMISSION PERSONNEL IN ORDER TO FACILITATE MANAGEMENT DECISION-MAKING, SATISFY AGENCY ACCOUNTABILITY REQUIREMENTS, AND PROVIDE A BASIS FOR PROGRAM JUSTIFICATION.

GOAL: TO DEVELOP, CONDUCT AND SUBMIT THE WRITTEN REPORTS OF VARIOUS STUDIES AND DATA ANALYSES AS FOLLOWS:

OBJECTIVES:

1. Statewide case reviews by September 30 of each alternate year (FY'87 and '89).

2. Program evaluation standards data by January 31, annually.
3. R-911 (formerly R-300) data analysis, by January 31, annually.
4. Cost/benefit analysis by January 31, annually.
5. Client follow-up studies by September 30, 1987 and every third year thereafter.
6. Independent living (Title VII-B) grant monitoring quarterly and annually by the 30th and 60th day following end of quarter and end of contract year respectively.
7. MRC Annual Report to the Legislature by the second Wednesday in March each year.
8. Various ad hoc evaluations as may be requested by dates "TBD."

GOAL: TO PROVIDE TECHNICAL ASSISTANCE IN DESIGNING PROGRAM SELF-MONITORING AND/OR EVALUATION METHODS AND INSTRUMENTS AND TO DEVELOP OR PARTICIPATE IN WRITING VARIOUS YET-TO-BE DETERMINED GRANT PROPOSALS FOR SUCH PROGRAMS OR INITIATIVES AS:

1. Chapter 688.
2. Head Injury.
3. Homemaker/Chore Services.
4. Supported Work.
5. Title VII-A.

*** DIVISION OF INDEPENDENT LIVING REHABILITATION ***

MISSION: TO CARRY OUT THE PROVISION OF INDEPENDENT LIVING REHABILITATION SERVICES FOR PERSONS WITH SEVERE DISABILITIES WHICH WILL INCREASE AND/OR MAINTAIN THEIR ABILITY TO: MAKE DECISIONS REGARDING THEIR OWN LIVES; MORE FULLY PARTICIPATE IN THEIR FAMILY AND COMMUNITIES; UNDERSTAND AND SELF DIRECT THEIR OWN COMMUNITY LIVING NEEDS TO THE GREATEST EXTENT POSSIBLE.

GOAL: TO MANAGE INDEPENDENT LIVING REHABILITATION IN ORDER TO MAXIMIZE THE PROVISION OF INDEPENDENT LIVING SERVICES TO EXISTING CLIENTS AND TO PLAN AND COORDINATE FOR THE DELIVERY OF SERVICES TO UNDERSERVED POPULATIONS.

OBJECTIVES:

1. To continue to refine working relationships with central office units to insure recommendations of independent living program activities in FY'86 and beyond.
2. By October of each year through 1990, to revise and update the Commission's independent living plan utilizing input from consumer groups, providers and state agency personnel through quarterly meetings with the State Executive Committee on Independent Living and other entities as identified.
3. During FY'86, to integrate independent living with initiatives of other agencies to insure equitability of service delivery and disabilities served.
4. To continue to expand the funding base through Title VII funding mechanisms, 110 funding mechanisms and interagency agreements by October, 1990.

GOAL: TO MANAGE THE PERSONAL CARE ATTENDANT PROGRAM IN AN EFFECTIVE AND EFFICIENT MANNER TO INSURE THAT THE MAXIMUM NUMBER OF ELIGIBLE CLIENTS ARE SERVED CONTINGENT UPON AVAILABLE RESOURCES.

OBJECTIVES:

1. To identify specific needs of eligible clients for PCA services and to develop a plan based on identified needs annually through September, 1990.
2. To refine and implement interagency coordination and cooperation and to insure program availability for clients requiring PCA services by October, 1990.

GOAL: TO PLAN, COORDINATE AND DIRECT THE COMMISSION'S EFFORTS IN COOPERATION WITH THE STATE AGENCIES RESPONSIBLE FOR HOUSING, TRANSPORTATION AND OTHER ALLIED ISSUES IN ORDER TO SUPPORT AND IMPACT UPON THE GOALS OF PERSONS WITH SEVERE DISABILITIES ANNUALLY THROUGH SEPTEMBER 30, 1990.

OBJECTIVES:

1. To continue to advocate for increases in Section 8 housing certificates for persons with physical disabilities annually through September, 1990.
2. To continue to advocate for increases and appropriate housing options for persons with severe physical disabilities through September, 1990.
3. To encourage and support independent living centers and programs in non-profit housing in developing affordable and accessible housing through appropriate state and federal programs, annually through September, 1990.
4. To increase the availability of special needs transportation for persons with severe physical disabilities through membership in the Executive Office of Transportation and Construction Interagency Committee and special needs sub-committees annually through September, 1990.
5. To increase the availability of accessible mass transportation for persons with physical disabilities through membership in the MBTA's Special Needs Advisory Committee (SNAC) annually through September, 1990.

GOAL: TO INSURE QUALITY RELATIONS WITH THE AGENCY'S PUBLICS ESPECIALLY WITH REGARD TO (ANY AND ALL) COMMISSION, PROGRAM, SERVICE AND/OR ADMINISTRATIVE ISSUES.

OBJECTIVES:

1. To work with other MRC staff to resolve identified issues of concern through September, 1990.
2. Facilitate organizational input and appropriate recommendations for change from all appropriate avenues through September, 1990.
3. To further refine and develop appropriate networking options for independent living centers and programs through September, 1990.

*** ADMINISTRATION DIVISION ***

MISSION: TO PROVIDE THE COMMISSION'S DIRECT SERVICE OPERATION WITH THOSE SUPPORT SERVICES NECESSARY THAT THEY MAY SERVE CLIENTS IN AN EFFECTIVE AND EFFICIENT MANNER.

GOAL: TO ENSURE EFFECTIVE CONTROL AND PROPER MANAGEMENT OF ALL FUNDS ALLOTTED TO THE MASSACHUSETTS REHABILITATION COMMISSION.

OBJECTIVES:

1. To ensure vendor payments within thirty (30) days of invoice receipt by this agency over the course of the year.
2. To provide an accurate accounting of all funds received and expended through adherence to necessary accounting principles and controls over the course of the year.
3. To provide an accurate and meaningful accounting of expenditures by location on a monthly basis through EDP reports.
4. To reconcile internal systems of financial accounting (MRC EDP systems) to external systems of financial accounting (federal and state reports) to ensure compatibility of reported information on an ongoing basis over the course of the year.

GOAL: TO PROVIDE MEANINGFUL DATA AND ANALYSIS OF COMMISSION-GENERATED INFORMATION TO ASSIST IN THE PLANNING MANAGEMENT OF THE COMMISSION.

OBJECTIVES:

1. To provide a monthly report of statistical activity within the Commission based on EDP Client Tracking Reports during FY'86.
2. To develop additional statistical reports from the client data file that may be helpful for agency planning over the course of the year.
3. To develop a position within the Division for the purpose of analyzing statistical and financial data generated within the MRC data system.

*** SYSTEM SUPPORT SERVICES ***
(EDP & WORD PROCESSING)

MISSION: TO SUPPORT THE COMMISSION'S PRESENT AND FUTURE NEED FOR EFFICIENT INFORMATION PROCESSING.

OBJECTIVES:

1. To refine our Client Tracking System to meet our reporting needs and assist us in our decision-making process during FY'86.
2. To refine our Financial Accounting System to meet the growing needs of its users through the institution of EDP training during FY'86.
3. To update and modify existing EDP reports and programs in order to streamline our operation within the state's central computer operation.
4. To study the current utilization of the Word Processing Unit to determine future scope, support capabilities, and goals of the unit during the course of the fiscal year.
5. To install computer equipment within certain area offices so that they may have on-line access to the MRC computer system for direct entry of client and/or financial data over the course of the year.

*** GENERAL ADMINISTRATIVE SERVICES ***

OBJECTIVES:

1. To advise, assist, and coordinate all property and lease issues over the course of the year.
2. To maintain an efficient supply and mail distribution system within the Commission over the course of the year.
3. To maintain a quality copy center operation over the course of the year.
4. To maintain an up-to-date inventory system and a procedure to keep the inventory from becoming outdated.

*** CONSUMER INVOLVEMENT ***

MISSION: THE CONSUMER INVOLVEMENT PROGRAM WILL CONTINUE TO MAINTAIN AND EXPAND, WHERE POSSIBLE, THE ROLE OF CONSUMERS IN POLICY AND PROGRAM DIRECTION OF THE COMMISSION IN VOCATIONAL REHABILITATION, THE DIVISION OF DISABILITY DETERMINATION SERVICES, INDEPENDENT LIVING, AND ADVOCACY.

GOAL: PROGRAM GOALS FOR THE NEXT FIVE YEARS ARE AS FOLLOWS:

1. STATEWIDE - TO MAINTAIN AND DEVELOP A RELATIONSHIP WITH THE CONSUMER COMMUNITY WHICH WILL ASSIST IN THE IMPROVEMENT OF THE DELIVERY OF SERVICE TO DISABLED INDIVIDUALS THROUGHOUT THE STATE.
2. REGIONAL - TO FURTHER THE IMPLEMENTATION OF THE NETWORKING SYSTEM IN WHICH CONSUMER INPUT CAN BE RECEIVED ON AN ONGOING BASIS; AND
3. LOCAL - TO CONTINUE TO PARTICIPATE WITH CONSUMERS ON PROJECTS OF MUTUAL CONCERN.

OBJECTIVES:

1. Continue to increase the number and frequency of requests for individual consumer consultants such that each new and revised Commission policy and program is reviewed by consumer consultants.
2. Continue to monitor interpreter and personal care attendant services for individual consumer consultants.
3. Conduct at least one training conference for regional council members and four regional training conferences for regional and area council members each year.
4. Continue the Consumer Involvement Committee of the Statewide Advisory Council to perform such assignments as designated by the Statewide Council.
5. Continue Commissioner's Task Force on Social Security Disability Programs.
6. Continue contact with local and national consumer disability organizations and coalitions to support the growth of a network of advocacy resources.
7. Develop consumer advisory models for the Extended Employment Program, the Personal Care Program, the Marketing Program, and the Severe Head Injury Program.
8. Develop implementation strategy for recommendations made as a result of program evaluation in consumer involvement.
9. Rewrite the Consumer Involvement Program Statement and Plan every two (2) years.

*** DIVISION OF DISABILITY DETERMINATION SERVICES ***

MISSION: TO ENSURE THE ACCURATE, FAIR AND TIMELY ADJUDICATION OF CLAIMS FOR RESIDENTS OF MASSACHUSETTS UNDER TITLE II AND XVI OF THE SOCIAL SECURITY ACT.

GOAL: TO MAKE TIMELY AND ACCURATE CLAIM DECISIONS IN ACCORDANCE WITH APPLICABLE LEGAL STANDARDS AND ADMINISTRATIVE PROCEDURES.

OBJECTIVES:

1. To assure timely and accurate adjudication decisions through the planning, implementing and achievement of realistic case processing goals for FY'85, '86, '87, '88, and '89.
2. To develop and implement an annual planning process beginning in FY'86 and ongoing for the division and each functional department.
3. To improve the communications of the Quality Assurance, Training and Case Development Departments in addressing operational deficiencies and organizational development needs beginning in FY'85 and ongoing.
4. To implement policies and procedures to meet the mandates of the 1984 Social Security Reform Act (P.L. 98-460) beginning in FY'85 and ongoing.
5. To provide for a decentralized organizational structure with an office site in Worcester beginning 9/85 and ongoing.
6. To conduct face-to-face evidentiary hearings for CDR beneficiaries at the reconsideration level in FY'86 and ongoing.

GOAL: TO PROVIDE ONGOING IN-SERVICE AND OUT-SERVICE TRAINING AND CAREER DEVELOPMENT PROGRAMS FOR ALL STAFF AND MEDICAL VENDORS DIRECTED TOWARD THE ATTAINMENT OF DIVISIONAL AND PROFESSIONAL GROWTH GOALS FOR ALL LEVELS OF STAFF.

OBJECTIVES:

1. By October 1st of each fiscal year to have in place a written in-service training plan based upon needs identified by examiner and management staff.
2. To support examiner and management staff in timely and accurate adjudication procedures through in-service and out-service training programs throughout FY'89.

3. To inform all levels of staff in a timely manner through training bulletins directed toward new procedures, policies and practices throughout FY'89.
4. To continue to inform and educate the medical community as to the purpose, needs and responsibilities of the Division of Disability Determination throughout FY'89.
5. To provide in/out-service training programs as necessary to assure examiner staff can meet the minimum requirements of specialized CDI/QA positions as determined by the Division of Personnel Administration throughout FY'89.

GOAL: TO ASSURE AWARENESS AND INVOLVEMENT OF CONSUMERS, ADVOCACY GROUPS, PUBLIC AND PRIVATE AGENCIES OF THE OPERATIONS OF THE DIVISION FOR JOINT ADVOCACY AND EFFORTS TOWARD INTEGRATED PLANNING.

OBJECTIVES:

1. To continue to implement a community relations specialist function with the division to provide education and resolve problems of the program's constituency through FY'89.
2. To maintain the operations of the DDS Advisory Committee to obtain input and recommendations regarding the operations of the division through FY'89.
3. To integrate the Commissioner's Task Force on Social Security into management policy setting practices throughout the term of the Long range Plan in order to carry out the division's mission.
2. To coordinate service efforts with other state human service agencies to facilitate case processing efforts and provide claimants with appropriate advocacy/service representatives throughout FY'89.
3. To continue to advocate and inform consumer/advocacy groups and the general public, of federal/state trends that will effect the capacity of the division in carrying out its mission throughout FY'89.

GOAL: TO IMPROVE CASE CONTROL AND MANAGEMENT INFORMATION CAPABILITIES THROUGH THE INTEGRATION OF COMPUTERS INTO AGENCY OPERATIONS AND PROCEDURES CENTERING ON CASE CONTROL, MANAGEMENT INFORMATION SYSTEMS AND FISCAL OPERATIONS.

OBJECTIVES:

1. To convert manual case processing operations to the automated Wang system in FY'86.

2. To convert the manual Quality Assurance operations to the automated Wang system by FY'87.
3. To utilize the Social Security Cost Effectiveness Measurement System (CEMS) in the management decision making process beginning in FY'85 and ongoing.

TABLE OF ABBREVIATIONS

BSO	= Bureau of Systems Operations
BSP	= Bureau of Systems Planning
CASCON	= Case Control Systems (Data Processing)
CDI	= Continuing Disability Investigations
DDS	= Disability Determination Services
DES	= Division of Employment Security
DMH	= Department of Mental Health
DPH	= Department of Public Health
DPW	= Department of Public Welfare
DSS	= Department of Social Services
DVR	= Division of Vocational Rehabilitation
EDP	= Electronic Data Processing
EOHS	= Executive Office of Human Services
ESEP	= Extended Sheltered Employment Program
FY	= Fiscal Year
IL	= Independent Living
IWRP	= Individual Written Rehabilitation Plan
JTPA	= Job Training and Partnership Act
MARF	= Massachusetts Association of Rehabilitation Facilities
MCB	= Massachusetts Commission for the Blind
MGL	= Massachusetts General Law
MIS	= Management Information System
MOD	= Massachusetts Office of Deafness
MRC	= Massachusetts Rehabilitation Commission
PCA	= Personal Care Assistance
PIC	= Private Industry Councils
PL	= Public Law
PMIS	= Personnel Management Information Systems
QA	= Quality Assurance
RCEP	= Regional Continuing Education Program
RSA	= Rehabilitation Services Administration
SGA	= Substantial Gainful Activity
SHIP	= Severe Head Injury Program
SSDI	= Social Security Disability Insurance
SSI	= Supplemental Security Income
VR	= Vocational Rehabilitation

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